

Correctional Internal Affairs Investigators Job Analysis



NIC/ The Moss Group, Inc. Cooperative Agreement #05S18GJ10

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EXECUTIVE SUMMARY:
COMPARISON of a CORRECTIONAL INVESTIGATORS JOB PROFILE & PREA

The Correctional Security Network (CSN) was engaged by the Moss Group, Inc (MG) under provisions of the National Institute of Corrections (NIC) Cooperative Agreement # 05S18GJ10 to develop a Job Profile of Sexual Assault investigator in Adult Correctional facilities operated by state agencies in the USA. With the assistance of staff from the Facilitation Center at Eastern Kentucky University and the Missouri Department of Corrections, a three day job analysis and training review was conducted using a facilitated storyboarding process.

The major components of the three day project included:

1. Development of a job profile for Kentucky Department of Corrections Internal Affairs Investigators.
2. A review of the Kentucky Department of Corrections Internal Affairs Investigators job profile by a national subject matter expert (SME) team of correctional sexual assault investigators familiar with the mandates of Prison Rape Elimination Act (PREA).
3. A review of a Moss Group Sexual Assault Investigator Training by a national Subject Matter Expert team of correctional sexual assault investigators familiar with the mandates of PREA.
4. Identification of tasks of new and veteran investigators that should be addressed in an investigator training program. Specific emphasis was placed on PREA related implications for each Training group.

KEY Findings

Component 1

Based on a comparison of a 1999 Missouri Department of Corrections job profile of correctional investigators with the current (2006) practice of Kentucky Department of Corrections (KYDOC) Internal Affairs Investigators there has been limited PREA related change in the Commonwealth. KYDOC Internal Affairs Investigators are tasked by their supervisors (wardens) with a wide range of responsibilities not directly related to their role as investigators.

Component 2

A national Subject Matter Expert team of correctional sexual assault investigators familiar with the mandates of PREA identified a significant number of policy and practice changes that would strengthen the sexual assault investigation process in correctional facilities.

Component 3

A national Subject Matter Expert team of correctional sexual assault investigators familiar with the mandates of PREA suggested a number of changes in the Moss Group Sexual Assault Investigator training.

This report was a collaborative effort by representatives of nine correctional agencies. While the findings cannot be scientifically generalized to all correctional systems, the virtual absence of change between the Investigator DACUM Job Analysis completed by the Missouri Department of Corrections in 1999, and the validation by Kentucky in 2006, suggests that the duties and tasks of correctional investigators have changed little over the past seven years. Further, during the review of the job profile for Investigators by the PREA SME no inaccuracies in the basic duties were identified. The SME did however identify PREA related training suggestions for the most significant of these tasks for new and veteran workers.

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Introduction

The internal investigator position in correctional institutions evolved as a response to the increasing levels of prosecutable criminal activity within the facilities. The specific duties and tasks of investigators have proven to be consistent from system to system based on the initial Job Profile developed by the Missouri Department of Corrections (MODOC) in 1999, and validated by the Kentucky Department of Corrections (KYDOC) during a review and validation of the MODOC chart in 2006. The duties and tasks of investigators remain fundamentally the same across agencies. The role of correctional investigators has grown from temporary custodians of evidence to what now encompasses an increasingly more complex set of responsibilities. The Prison Rape Elimination Act (PREA) has proven to be a catalyst for the further expansion of the role of correctional investigators.

In 2003 the United States Congress passed the Prison Rape Elimination Act (PREA) thus creating new requirements for institutional investigators. Under the provisions of PREA, investigators must now demonstrate the skills necessary to not only investigate crimes and retain evidence, but also to interact with offenders who are victims of sexual assault whether at the hands of other inmates or agency staff.

In some facilities this position may also be known as the "Internal Affairs Officer" or the "Intelligence Officer" denoting their responsibilities to investigate staff misconduct or the tracking of gangs and Security Threat Group members.

Overview of the DACUM Job Analysis

Although there are a variety of techniques and tools that can be used to complete a job analysis: the DACUM small group method is recognized by the National Institute of Corrections and in use in other agencies; (e.g., the department of corrections in Missouri, Kentucky, and Pennsylvania). Additional information on the DACUM process is available in the appendix of this report and online at: <http://dacum.eku.edu/>

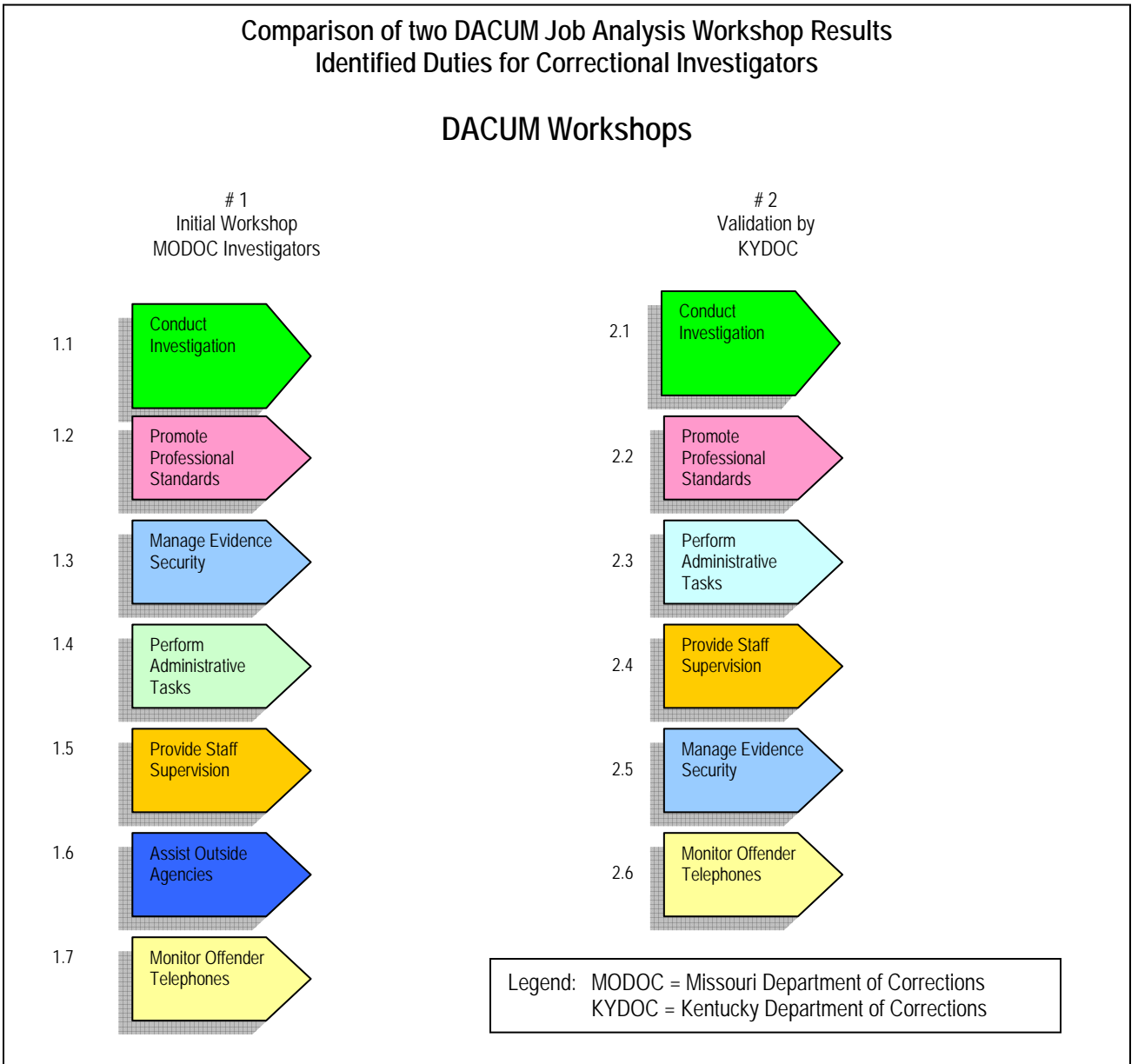
Job Profile Development

The job profile presented in this report was based on a 1999 job analysis of Missouri Department of Corrections Investigator (MODOC). Five investigators from the Kentucky Department of Corrections were asked to review the earlier MODOC job profile. Figure 1 provides a side-by-side comparison of the two job profiles.

Figure 1

Review of the Development of PREA Internal Affairs Investigator Job Profile October 1999-August 2006							
Workshops	Workshop Date	Number of Panelists	Number of Duties	Number of Tasks	Number of Knowledge	Number of Skills	Number of Traits
1. MODOC Validation of NIC Investigator I Profile	10/28/99	9	7	71	12	13	18
2. KY DOC Validation of MODOC 1999 Profile	07/31/06	5	6	55	17	15	19

Figure 2



DACUM Job Analysis Results for Correctional Internal Affairs Investigators

The job analysis begins with the development of a brief job description. In this case the 2006 panel reviewed the 1999 MODOC description and made no substantive changes.

Description of Kentucky Department of Corrections Investigators

... A Department of Corrections Investigator I is one who conducts comprehensive investigations utilizing information gathering and evidence collection to provide assistance in administrative decision making pertaining to violation of criminal law & departmental policy.

Next the panels of high performing incumbent workers identify the duties and related tasks associated with this job. Duties are the general area of competence that successful workers in the occupation must demonstrate or perform on an on-going basis. A duty includes two or more distinct tasks. Tasks are work activities that have a definite beginning and ending, is observable, consists of two or more definite steps and leads to a product, service, or decision.

Once again there were few if any substantive changes made by the 2006 panel. (See Figure 2)

The duties are then ranked by each worker from most to least important. The ranking are based on each panel member's view of the job. The duties and the related tasks are presented in their rank order from most to least important. Figure 3 shows the 2006 panel rankings.

Figure 3

RANKING BY IMPORTANCE THE DUTIES OF KYDOC INTERNAL AFFAIRS INVESTIGATORS

DUTY	RANK
Conduct Investigation	1
Promote Professional Standards	2
Perform Administrative Tasks	3
Provide Staff Supervision	4
Manage Evidence	5
Monitor Offender Telephone	6

1=Highest 6=Lowest

The following list includes the six identified duties and the 55 related tasks. Following each task is the raw score derived from the responses of the five panelists to four questions.

(C) Critical –A measure of job tasks that panelists believe to be essential and/or most important components of a job.

(F) Frequency- A measure of job task that panelists believe to require the largest time commitments.

(N) Training Needs for New Worker- A measure of job tasks that panelists believe should be in a basic training program.

(V) Training Needs for Veteran Worker- A measure of job tasks that panelists believe should be included in an in-service training program.

For example the raw score of (c5) for task a.1 indicates that all five panelists viewed Brief Administrative Staff as a crucial task of the Internal Affair Investigator. The absence of a score in one or all four categories indicates that no panelists selected that item. (N=5)

A. Conduct Investigation

- a.1. Brief Administrative Staff (C-5, F-N, N-2)
- a.2. Provide Investigative Guidelines (C-1, F-1, V-2)
- a.3. Manage Crime Scene (C-3, N-3, V-3)
- a.4. Gather/Maintain Evidence (N-1, V-1)
- a.5. Collect Pertinent Information (C-1, F-1, N-1, V-2)
- a.6. Conduct Surveillance (F-3, N-1, V-1)
- a.7. Compile Investigative File
- a.8. Conduct Investigative Interviews (F-3, N-3, V-2)
- a.9. Track Investigative Progress
- a.10. Consult with Prosecutor/Law Enforcement (C-4, F-2, N-2, V-2)
- a.11. Generate Related Reports (F-2, N-4, V-5)

B. Promote Professional Standards

- b.1. Ensure Policy/Procedure Compliance (C-2, F-1, N-3, V-5)
- b.2. Maintain Professional Image (C-3, F-1, V-2)
- b.3. Represent the Department (C-2)
- b.4. Provide Professional Interventions (V-1)
- b.5. Conduct/Attend Training (C-4, F-1, N-1)
- b.6. Attend Continuing Education
- b.7. Utilize Resource Materials (N-2)
- b.8. Maintain Professional Memberships

C. Perform Administrative Tasks

- c.1. Brief Administration Staff (C-1)
- c.2. Provide Staff Guidance (C-2, F-1, N-1)
- c.3. Conduct Attend Meetings (F-2)
- c.4. Ensure Offender u/a Collection (F-1)
- c.5. Track Gang Activity (C-2, F-2, V-3)
- c.6. Review Use of Force (F-1, V-2)

- c.7. Generate Monthly Reports (F-1)
- c.8. Serve as Public Information Officer (F-1)
- c.9. Write Conduct Violation (F-1, N-2)
- c.10. Ensure Staff u/a Collection
- c.11. Maintain Intelligence File (C-1, N-1, V-2)
- c.12. Assist Interagency Staff (C-2)
- c.13. Maintain File Security
- c.14. Disseminate File Information (N-1)
- c.15. Compile Background Investigation (F-2)
- c.16. Monitor Inmate Behavior/Moods
- c.17. Assist in Fugitive Apprehension
- c.18. Oversee Office Management
- c.19. Conduct Extraordinary Occurrences Report Reviews
- c.20. Serve as Duty Officer (Shift Supervisor)
- c.21. Conduct Field Test (N-1)
- c.22. Obtain Police Report
- c.23. Provide Testimony
- c.24. Maintain Blood Alcohol Content (BAC) Log
- c.25. Provide Information to CERT
- c.26. Work Related Travel (F-1)

D. Provide Staff Supervision

- d.1. Provide Staff Guidance (C-2)
- d.2. Delegate Assignments (N-1)
- d.3. Monitor Assignments
- d.4. Oversee Time/Attendance
- d.5. Conduct Employee Performance Evaluations

E. Manage Evidence Security

- e.1. Ensure Chain of Custody (C-1, N-3)
- e.2. Create/Maintain Evidence Log (N-1)
- e.3. Monitor Evidence Storage
- e.4. Transport Evidence
- e.5. Ensure Disposal of Evidence and Contraband

F. Monitor Offender Telephones

- f.1. Program Telephone Monitor System (V-1)
- f.2. Record Offender Conversations (F-2, V-1)
- f.3. Supervise Telephone Maintenance (V-1)
- f.4. Develop Related Reports

Figure 4

Top Training Tasks for New and Veteran Internal Affairs Investigators in Kentucky Department of Corrections

*The chart below represents the top training topics identified by a focus group of Kentucky Department of Corrections Investigators as important for new staff and veteran staff. These tasks are listed by number of responses received in a dotting exercise. Tasks identified as important for both new staff and veteran staff appears in **BOLD format**. The alpha-numerical code corresponds with Tasks on the DACUM job profile for Internal Affairs Investigators.*

<i>Top Topics for New Staff</i>		<i>Top Topics for Veteran Staff</i>	
Task #	Task Name	Task #	Task Name
A-1	Brief Administrative Staff	A-3	Manage Crime Scene
A-10	Consult with Prosecutor	A-10	Consult with Prosecutor
A-8	Conduct Investigative Interviews	B-1	Ensure Policy & Procedure
A-11	Generate Related Reports (i.e. PREA)	A-11	Generate Related Reports (i.e. PREA)
B-1	Ensure Policy & Procedure	C-5	Ensure disposal of evidence & contraband
B-5	Conduct & Attend Training	B-2	Maintain Professional Image
A-6	Conduct Surveillance	A-8	Conduct investigative interviews
C-2	Create/ maintain evidence log	A-1	Brief Administrative Staff
E-1	Ensure chain of custody	A-5	Collect pertinent information
		A-6	Conduct surveillance

Column A was listed based upon the composite raw scores from the task rankings for criticality, frequency and new worker training needs. Column B was listed based upon the composite raw scores from the task rankings for criticality, frequency and veteran worker training needs.

Comparing Correctional Investigator Training Needs with PREA

The following tables reflect how the Prison Rape Elimination Act (PREA) could be integrated into training provided to Correctional Investigators. This was determined by a panel of Subject Matter Expert (SME) correctional investigators, well versed in the requirements of PREA. This SME panel was assembled by the Moss Group, Inc as part of their cooperative agreement with the National Institute of Corrections (NIC) to provide training and training recommendations to the correctional field.

The first table below reflects the 9 tasks determined by a focus group of correctional investigators to be the most essential to be included in training curricula for new investigators.* Table 1 includes training recommendations specific to PREA recommended by the SME panel.

Table 2 is similar to Table 1 but instead, focuses on the PREA related training needed by veteran correctional investigators for the 10 tasks determined to be most essential for their worker group.

These tables are meant to provide PREA related requirements to the findings developed during the review of the DACUM Job Profile of a Correctional Investigator. The reader can refer to the DACUM elsewhere in this report to learn all of the tasks that investigators do at some point, in the discharge of their duties. **The tables in this section of the report are PREA training specific.**

** This focus group of correctional investigators agreed that training for newly appointed investigators is rarely available at the time of their selection for the position. The absence of training was attributed to the limited number of employees in this worker group, and the extremely low level of employee turn over in the investigator ranks. Two proposals to address this lack of training were to consider developing curriculum that could be delivered via distance (web based, CD ROM, etc), or multi-jurisdictional training events for correctional investigators.*

Figure 5

Top Training Tasks for **New** Correctional Investigators Including PREA Related Training Recommendations¹

Task Number	Task Description	Recommended PREA Related Training
A-1	Brief Administrative Staff	In the case of either offender on offender or staff on offender assault, investigators must be mindful of local policy and statute regarding reporting procedures and which types of offenses are handled inside the institution and which are referred to outside agencies.
A-10	Consult with Prosecutor	No specific training requirements were identified beyond those required for any inmate infraction that was being referred for prosecution
A-8	Conduct Investigative Interviews	Training in this topic should include enhanced interpersonal communication training to sensitize the investigator to the inmate's role of victim as a result of sexual assault. In the case of staff on inmate assault, investigators must be aware of local statues that allow inmates or their representatives, access to an alleged employee perpetrators medical record, for the purpose of disease prevention.
A-11	Generate Related Reports (i.e. PREA)	The panel noted that PREA has generated a number of unique reports specific to sexual assault related investigations. New investigators should be trained in the completion of these reports early in the investigator's career. Examples of these reports include institution and agency tracking of assaults, outcomes of investigations, and reports to the Bureau of Justice Assistance (BJA)
B-1	Ensure Policy and Procedure Compliance	Different jurisdictions conduct offender on offender and staff on offender sexual assaults differently. New investigators must be well versed in their agency's policies and procedures to ensure all investigations are conducted pursuant to policy and statute
B-5	Conduct and Attend Training	Training provided and conducted by investigators should include the latest information available that will assist investigators in addressing PREA related issues when conducting a sexual assault investigation.

¹ These topics were identified during a focus group of Kentucky Department of Corrections Internal Affairs Investigators and reviewed by PREA subject matter experts.

Figure 5 continued

A-6	Conduct Surveillance	Investigators must be trained in the use of covert video surveillance and the importance of limiting access to all PREA related evidence in the case of staff on offender sexual assault to only those employees who have a <i>need to know</i> .
C-2	Create/Maintain Evidence Log	Maintenance of evidence in sexual assault investigations must be handled with the same care as in any other criminal case. New investigators must be carefully trained in how to create and maintain evidence logs to ensure the admissibility of the evidence in court should that be necessary.
E-1	Ensure Chain of Custody	Maintaining the chain of evidence in the case of sexual assaults can be complicated by the need to refer the victim of the alleged assault to outside medical services in most cases. This can be further complicated when outside law enforcement agencies are involved. Investigators must be well versed in agency policy and state statute when handling evidence.

Figure 6

Top Training Tasks for **Veteran** Correctional Investigators Including PREA Related Training Recommendations²

Task Number	Task Description	Recommended PREA Related Training
A-3	Manage Crime Scene	Veteran investigators must be able to differentiate the requirements for crime scene management between offender perpetrated sexual assault and sexual assault that is staff perpetrated. Constitutional requirements that may not apply in offender initiated cases will come into play when the assault has been perpetrated by an employee. PREA requirements include pursuing criminal complaints when staff are the initiators of the assault. Collection of blood and other specimens from staff require search warrants and investigators must demonstrate understanding of applicable constitutional requirements for obtaining such evidence.
A-10	Consult with Prosecutor	No specific training requirements were identified beyond those required for any inmate infraction that was being referred for prosecution
B-1	Ensure Policy and Procedure Compliance	Different jurisdictions conduct offender on offender and staff on offender sexual assaults differently. New investigators must be well versed in their agency's policies and procedures to ensure all investigations are conducted pursuant to policy and statute
A-11	Generate Related Reports (i.e. PREA)	The panel noted that PREA has generated a number of unique reporting requirements specific to sexual assault related investigations. New investigators should be trained in the completion of these reports early in the investigator's career. Ongoing training for veteran employees should be provided to ensure they are current in changes in reporting requirements. Examples of these reports include institution and agency tracking of assaults, outcomes of investigations, and reports to the Bureau of Justice Assistance (BJA)

² These topics were identified during a focus group of Kentucky Department of Corrections Internal Affairs Investigators and reviewed by PREA subject matter experts.

Figure 6 continued

E-5	Ensure Disposal of Evidence and Contraband	There are no specific disposal procedures unique to PREA however, all investigators must understand the appropriate procedure for destroying evidence that may be contaminated by body fluids, and complete appropriate documentation for chain of evidence purposes.
B-2	Maintain Professional Image	No PREA specific training was recommended for this task.
A-8	Conduct Investigative Interviews	Training in this topic should include enhanced interpersonal communication training to sensitize the investigator to the inmate's role of victim as a result of sexual assault. In the case of staff on inmate assault, investigators must be aware of local statutes that allow inmates or their representatives, access to an alleged employee perpetrators medical record, for the purpose of disease prevention.
A-1	Brief Administrative Staff	In the case of either offender on offender or staff on offender assault, investigators must be mindful of local policy and statute regarding reporting procedures and which types of offenses are handled inside the institution and which are referred to outside agencies.
A-5	Collect Pertinent Information	Investigators must be aware that in cases of sexual assault victims, whether they were assaulted by other offenders or staff, may have access to the perpetrator's medical records from sources outside the correctional system. In the case of staff perpetrators, court orders may be required.
A-6	Conduct Surveillance	Investigators must be trained in the use of covert video surveillance and the importance of limiting access to PREA related evidence in the case of staff on offender sexual assault to only those employees who have a <i>need to know</i> .

Training Curriculum Review
PREA Training Topic Exercise

On Wednesday August 2, 2006, the National Subject Matter Expert Team of Correctional Sexual Assault Investigators reviewed the DRAFT Moss Group Sexual Assault Investigator training.

Sub-divided into three workgroups and facilitated by an Eastern Kentucky University Facilitator and a client (National Institute of Corrections, American University, and/or the Moss Group). The Subject Matter Experts provided comments regarding the curriculum. The workgroup concluded that all 13 topics were appropriate for the training of both New and Veteran Investigators. Six additional topics were identified by the Subject Matter Experts.

Figure 7

PREA Training Topic Exercise

Topic #	Training Topic for Correctional Sexual Assault Investigator	Comments
1	History and overview of PREA	<ul style="list-style-type: none"> • Federal and state specific law • Liability of doing nothing • New statistics and case law
2	Who are the victims and who are the offenders?	<ul style="list-style-type: none"> • Extortion • Careful approach of concept of victim • It's the law
3	Issues of consent	<ul style="list-style-type: none"> • Can there be consent? • Does it mitigate anything?
4	What first contacts need to know regarding (A) educating inmate on PREA (B) the nature of the corrections environment regarding the physical plant issues and sex in prison	<ul style="list-style-type: none"> • Con games/manipulation • Predators behavior (staff and inmate) • Addressing false reports
5	Local issues	<ul style="list-style-type: none"> • Updated legislation (state and federal) • Sources of law • Use local presenter • Agency policy
6	Boundary Issues	
7	The differences between male and female rapes concerning (A) dynamics and (B) responses	<ul style="list-style-type: none"> • Levels of violence involved (male & female victims) • Volatile issue-careful selection of trainer
8	Issues around reporting	<ul style="list-style-type: none"> • Duty to report (penalties for failure to approach) • Timeliness of initial report • Confidentiality of report • Protecting sources • Mechanisms for reporting
9	A step by step account of what needs to happen once an incident occurs- a systemic approach	<ul style="list-style-type: none"> • Every staff needs to have the full picture • Shift coverage protocol
10	Special population management issues	<ul style="list-style-type: none"> • Trends/policy change • Housing issues • Mental health • Juvenile growth • Sexual deviants, Predators • Gangs • disabled

Figure 7 continued

Topic #	Training Topic for Correctional Sexual Assault Investigator	Comments
11	Keeping good statistics	<ul style="list-style-type: none"> • Purpose of them (WIIFM) • Reporting updates
12	Training other staff	<ul style="list-style-type: none"> • Whose job is it?
13	Action planning- where do we go from here?	<ul style="list-style-type: none"> • What role does the investigator play in action plan?
	Other topics	<ul style="list-style-type: none"> • Burden of proof (Administrative) • Types of behavior (sexual misconduct vs harassment) • Local statutes (1983 Action, 8th amendment) • Miranda/Garrity • Polygraphs/Investigative tools • Legal liability

Summary of Focused Conversation

A focused conversation was conducted with the eight Subject Matter Experts to help identify the impact that PREA legislation has on their professional practices, attitudes, and their agencies response to Offender on Offender and Staff on Offender sexual assault. Responses to the two Focused Conversation questions are summarized in this section.

What change has occurred in your work as a correctional sexual assault investigator since the enactment of PREA?

- Awareness level and realization that we have not been doing our jobs to the best of our abilities.
- I was hired because of PREA.
- More staff are viewing offenders as victims.
- Not a lot except documentation
- More people involved in investigations because of policy change.
- Understanding of the dynamics of changes
- Amount of training that I conduct throughout the state
- More cumbersome because of 'unfounded' allegations
- As an investigator I was in the dark about process
- Greater case load-all allegations requirement to investigate (20 cases per investigator)
- Male Offender to Offender increase in allegations
- Streamlining policy (Georgia) female issues were previously part of the special investigations and now offender on offender
- Embraced PREA because of increase in the attitude of offender as victim and deserve to serve their time with dignity

What difference has PREA made for your system?

- Attitude change among staff that offenders will return to society
- Greater awareness in facilities of sexual assaults and the seriousness and need for policy from front line on up
- Focused us on the fact that offenders can be victims
- Sexual assault prevention is the responsibility of all staff in system
- PREA has made my job and department as a whole better
- PREA has provided resources to unite a large group of people in the state
- Helped to make us more professional and more accountability
- Created greater awareness that offenders are human beings
- Helped in the creation of the Office of Inspector General
- Resources made available to us as part of PREA
- Increase our ability to train investigators
- Put all investigations under one umbrella

Appendix

Overview of the DACUM Job Analysis

Although there are a variety of techniques and tools that can be used to complete a job analysis: the DACUM small group method is recognized by the National Institute of Corrections and in use in other agencies; (e.g., Missouri, Kentucky, and Pennsylvania).

Methods of Job Analysis

Small Group Method: This method requires that a group of incumbent workers participate in developing the job analysis. DACUM Workshops include 6 – 8 workers.

Research Method: This method requires a person trained in job analysis to research available resources.

Job Observation Method: This method requires a worker who is performing the job and a person trained in task analysis to observe and analyze the job.

Each of the methods can yield valuable information that can be used by curriculum design and development teams to identify the knowledge, skills and attitudes to be addressed in training and professional development experiences. It is important to verify or validate the initial job analysis. The validation process provides a check to assure that the data is accurate and remains representative over time and across groups / organizations. Following a worker validation of the job profile, a management review is conducted. The final "official" job profile is developed after the management review.

Definition of Duties and Tasks

Duty: a general area of competence that successful workers in the occupation must demonstrate or perform on an on-going basis. A duty includes two or more distinct tasks.

Task: a work activity that has a definite beginning and ending, is observable, consists of two or more definite steps and leads to a product, service, or decision.

In addition, the process also provides a job description and a listing of knowledge, skills and traits needed by high performing workers. (Nolan, 1990).

The job analysis process is led by a neutral facilitator (trained in the DACUM process) and a recorder who uses storyboarding to record the focus groups' comments. Storyboarding, which was popularized by the Disney Corporation, is a helpful mechanism for capturing the ideas / observations of a small group on paper / index cards and posting the cards on a wall / board in front of the workshop members (The McNellis Company, 1991).

In the DACUM storyboarding process, panelists are encouraged to develop duty and task statements that include a verb, modifier and a noun. The storyboard cards are temporarily attached to the wall or board to allow for rapid changes, sequencing and modification. The storyboard process is very fluid, flexible and visual – all of which help to maintain the group's focus on describing their job duties and tasks.

The goal of the DACUM process used by the Moss Group was to apply the profiles to the development of professional training; however, there are many other uses for DACUM profiles. DACUM Job Analysis can be used to evaluate position descriptions; recruit, select and evaluate personnel; conduct literacy audits; review organization structure and interactions; and meet some of the requirements of the Americans with Disabilities Act (ADA). A listing of DACUM and storyboarding resources has been included at the conclusion of this report.

PREA Subject Matter Expert Review of Investigator Job Profile

A review of the Kentucky Department of Corrections Internal Affairs Investigator Job Profile was conducted by a National Subject Matter Expert team of correctional sexual assault investigators familiar with the mandates of the Prison Rape Elimination Act (PREA).

The eight Subject Matter Experts were assigned to three work teams. Each work team included a facilitator, a client, resource person, and 2-3 subject matter experts. Each work team was asked to review from 1-3 of the duty bands included on the Kentucky Department of Corrections Internal Affairs Investigator job profile.

Participants were asked to review duty bands, verify these duties and tasks, and identify if there were differences between Offender on Offender or Staff on Offender assault cases. Each group reported the results of their group to the full workgroup.

Most significant in the process and practice of Internal Affairs Investigators occurred in the duty bands A & B. The review of duty band C indicated the diversity and range of "other duties as assigned" that were included in the responsibilities of investigators.

Duty Band A Conduct Investigation

Task A1. Brief Administrative Staff

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- **Offender on Offender**
 - Both parties referred to medical
 - Referred to central office or handled locally
 - Deal locally
- **Staff on Offender**
 - Staff can not be forced to submit to medical evaluation
 - Referred to central office
 - Referral to central office by CEO or Investigator
 - Refer to Central office and notify outside prosecutor

Task A2. Provide Investigative Guidance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following; Yes

- **Offender on Offender**
 - Evidence collection and crime scene mgt.
 - Sex assault victim must go to outside hospital

- Staff on Offender
 - Placing staff on leave
 - Separating victims
 - Caution staff reference to witness tampering or intimidating witnesses
 - Concurrent criminal and administrative investigation
 - Work in conjunction with administrative investigator
 - Sex assault victim must go to outside hospital

Task A3. Manage Crime Scene

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
 - Full control of scene
- Staff on Offender
 - Local law enforcement involvement
 - Must seek search warrant to collect evidence
 - If outside the perimeter of the facility law enforcement/warrants involved
 - Warrants to draw blood for DNA comparison

Task A4. Gather/Maintain Evidence

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following; yes

- Offender on Offender
 - Turned over to state crime lab
- Staff on Offender
 - Turn over evidence to state crime lab

Task A5. Collection Pertinent Information

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
 - Consent for review of past medical records
- Staff on Offender

- Releases, search warrants

Task A6. Conduct Surveillance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault?

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender
 - Issues of covert video with access limited to selected staff (investigator, CEO, need to know staff)

Task A7. Compile Investigative File

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender
 - Attorney General must review file for quality control
 - Not retained at institution level

Task A2. Conduct Investigative Interviews

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
 - More sensitized to the victim
 - Mental health follow up
 - Avoid revictimization
- Staff on Offender
 - More sensitized to the victim
 - Mental health follow up
 - Avoid revictimization
 - Victim inmates can access staff assailant medical records

Task A9. Track Investigative Progress

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- **Offender on Offender**
 - PREA requires separate report
 - Sex offender register
 - Track founded and unfounded
- **Staff on Offender**
 - PREA requires separate report
 - Staff perpetrator listed as sex offender
 - Track founded and unfounded

Task A10. Consult with Prosecutor/Law Enforcement

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following; no

- **Offender on Offender**
- **Staff on Offender**

Task A11. Generate Related Reports

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following; yes

- **Offender on Offender**
 - BJA related
 - *In house tracking for analysis*
 - *Additional summary report*
- **Staff on Offender**
 - *BJA related*
 - *In house tracking for analysis*
 - *Additional summary report*

Large Group Comments

- Private Prisons; How is it investigated? Who investigates?

Duty Band B Promote Professional Standards

Task B1. Ensure Policy/ Procedure Compliance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following,

- Offender on Offender
 - *Internal investigation*
- Staff on Offender
 - *Idaho-office of professional standards investigates*
 - *Georgia-central office investigates*

Task B2. Maintain professional image

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following,

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task B3. Represent the Department (externally)

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following,

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task B4. Provide Professional Interventions

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following,

- Offender on Offender
 - *Increase intervention and awareness*
- Staff on Offender
 - *Increased intervention and awareness*

Task B5. Conduct/Attend Training

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task B6. Attend Continuing Education

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task B6. Utilize Resource Materials

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
 - Sessions with counselors
 - Posters/brochures
 - Orientation
- Staff on Offender
 - Briefings
 - Staff training
 - Roll call information
 - Some content differences with staff more information regarding the law

Task B7. Maintain Professional Memberships

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault?

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Large Group Comments

- Post certified investigation to help move cases forward
- Increase/promote working relationship with outside groups
- Recommended an additional task; Cultivating Professional Relationships (i.e. prosecutors, law enforcement agencies, government, mental health, criminal justice and social services).

Duty Band C Perform Administrative Tasks

Task C1. Brief administrative staff

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C2. Provide Staff Guidance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C3. Conduct/Attend Meetings

- more meetings and topics on PREA introduced

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C4. Ensure Offender U/A Collection

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C5. Track Gang Activity

- PREA has a separate tracking system and information is tracked differently

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C6. Review Use of Force

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C7. Generate Monthly Reports

- Database used by various states

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C8. Serve as Public Information Officer

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C9. Write Conduct Violation

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C10. Ensure Staff U/A Collection

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C11. Maintain Intelligence File

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C12. Assist Interagency Staff (Law enforcement, P&P, etc.)

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C13. Maintain File Security

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C14. Disseminate File Information

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C15. Compile Background Investigation

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C16. Monitor Inmate Behavior/Mood

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault?

Counseling team, connect to outside agency, mental health interviews in local hospitals

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C17. Assist in Fugitive Apprehension

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C18. Oversee Office Management

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C19. Conduct Extraordinary Occurrences Report Reviews

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*

- Staff on Offender *n/a*

Task C20. Serve as Duty Officer (Shift Supervisor)

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C21. Conduct Field Test

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C22. Obtain Police Report

Do you perform this task?

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C23. Provide Testimony

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C24. Maintain Blood Alcohol Content (BAC) Log

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C25. Provide Information to Correctional Emergency Response Team

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task C26. Work Related Travel

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Large Group Comments

- Tracking systems (many are in house, or developed for institutions)
- Increased follow-up
- Increased victim concern
- Taken more seriously

Duty Band D Provide Staff Supervision

Task D1. Provide staff guidance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Expanded training role

Established designated PREA sexual assault investigators

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task D2. Delegate Assignments

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task D3. Monitor Assignments

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task D4. Oversee Time/Attendance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task D5. Conduct Employee Performance Evaluations

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Large Group Comments

- No comments from group

Duty Band E Manage Evidence Security

Task E1. Ensure chain of custody

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
 - Transported to medical facility
 - Chain of evidence stays inside
 - Georgia/Wisconsin- stays internal
 - Staff on Offender
 - Law enforcement always involved
 - Idaho- chain goes external

Task E2. Create/Maintain Evidence Log

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task E3. Monitor Evidence Storage

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
- Georgia and Wisconsin –all internal
- Idaho- since chain moves to law enforcement-monitoring is done by law enforcement

Task E4. Transport Evidence

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

Do the investigative steps differ for the following;

- Offender on Offender
 - If law enforcement takes case, they transport
- Staff on Offender

Task E5. Ensure Disposal of Evidence and Contraband

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Large Group Comments

- Recommend after incident review with outside to improve process
- Employ after action plan

Duty Band F Monitor Offender Telephones

Task F1. Program Telephone Monitor System

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? Yes

- 1-800 Sexual hotline
- Victim advocate
- Investigator tracks phone calls

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task F2. Record Offender Conversations

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task F3. Supervise Telephone Maintenance

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault? No

Do the investigative steps differ for the following;

- Offender on Offender *n/a*
- Staff on Offender *n/a*

Task F4. Develop Related Reports

Do you perform this task? Yes

Do the process/steps differ for sexual assault as compared to other types of assault?

Do the investigative steps differ for the following:

- **Offender on Offender** *n/a*
- **Staff on Offender** *n/a*

Large Group Comments

- Post certified investigation to help move cases forward
- Increase/promote working relationship with outside groups
- Changes to investigations after PREA
 - more thorough
 - victim oriented
 - taken more seriously
 - more documentation

Knowledge, Skills, Traits Activity

Knowledge	Skills	Traits
<p><i>Knowledge of:</i></p> <ul style="list-style-type: none"> Crime Scene Processing Criminal Justice System Cultural diversity DOC Policy & Procedure Drug ID Evidence Collection Federal Statutes Field Testing Forensic Techniques Gangs Human Behavior Interviewing techniques Investigative Knowledge Kentucky Administration Medical Preservation Reading & Comprehension Regulation Special Needs State Statutes Union contracts Victim Issues 	<p><i>Skills in:</i></p> <ul style="list-style-type: none"> Acting Case Management Communication Oral & Written Computer Conceptualization Credibility assessments Detail Oriented Information Retention Interpretation Interview/Interrogation Leadership Organizational People Photography/ Video Problem solving Report Writing Stress Management Supervisory Testimony Time Management 	<ul style="list-style-type: none"> Common Sense Dedication Dependable Empathy Firm, Fair, Consistent Good Listener Impartiality Integrity Intuitive Open Minded Patience Personable Professional Punctual Self-Motivated Sense of Humor Stress Release Strong Stomach Thorough

Department of Corrections Internal Affairs Investigator

... A Department of Corrections Investigator is one who conducts comprehensive investigations utilizing information gathering and evidence collection to provide assistance in Administrative decision making/pertaining to violation of Criminal Law & Departmental

Duties

Tasks

A	Conduct Investigations	A-1	A-2	A-3	A-4	A-5	A-6	A-7	A-8	A-9	A-10	A-11		
		Brief Administrative Staff (no surprises)	Provide Investigative Guidance	Manage Crime Scene (provide directives, Delegate Tasks)	Gather/ Maintain Evidence (Conduct Field Test, Package, Label)	Collect Pertinent Information (T/A Sheets, Chrono Logs, Offender/ Staff Files, Police Reports)	Conduct Surveillance	Compile investigative file	Conduct investigative interviews	Track investigative progress	Consult with prosecutor/law enforcement	Generate related reports		
B	Promote Professional Standards	B-1	B-2	B-3	B-4	B-5	B-6	B-7	B-8					
		Ensure Policy/ Procedure compliance	Maintain Professional Image	Represent the Department (externally)	Provide Professional Interventions	Conduct/Attend Training	Attend Continuing Education	Utilize Resource Materials (Periodicals, Law, Policy & Procedure)	Maintain Professional Memberships					
C	Perform Administrative Tasks	C-1	C-2	C-3	C-4	C-5	C-6	C-7	C-8	C-9	C-10	C-11	C-12	C-13
		Brief Administration Staff	Provide staff guidance	Conduct attend meetings	Ensure offender u/a collection	Track gang activity	Review use of force	Generate monthly reports	Serve as Public Information officer	Write conduct violation	Ensure staff u/a collection	Maintain intelligence file	Assist interagency staff (i.e. Law Enforcement, P&P, etc.)	Maintain file security
		C-14	C-15	C-16	C-17	C-18	D-19	C-20	C-21	C-22	C-23	C-24	C-25	C-26
		Disseminate file information	Compile background Investigation	Monitor Inmate behavior/moods	Assist in fugitive apprehension	Oversee office management	Conduct Extraordinary Occurrences Report Reviews	Serve as Duty Officer (Shift Supervisor)	Conduct field test	Obtain police report	Provide testimony	Maintain blood alcohol content (BAC) Log	Provide Information to CERT	Work related travel
D	Provide Staff Supervision	D-1	D-2	D-3	D-4	D-5								
		Provide Staff Guidance	Delegate Assignments	Monitor Assignment	Oversee Time/ Attendance	Conduct Employee Performance Evaluations								
E	Manage Evidence Security	E-1	E-2	E-3	E-4	E-5								
		Ensure chain of Custody	Create/Maintain Evidence Log	Monitor Evidence Storage	Transport Evidence	Ensure Disposal of Evidence and Contraband								
F	Monitor Offender Telephones	F-1	F-2	F-3	F-4									
		Program Telephone Monitor System	Record Offender Conversations (Evaluate Information)	Supervise Telephone Maintenance	Develop Related Reports									

* please note this chart will need to be printed on 11 1/2 x 17 paper.

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National Subject Matter Experts on Sexual Assault Investigations

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For additional information on the
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Process visit:
www.trc.eku.edu