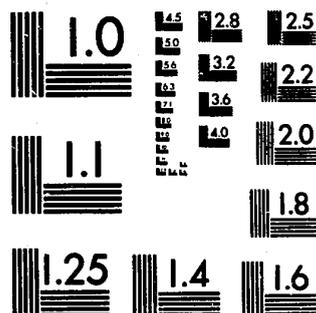


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PROJECT "STAR"
JOB ANALYSIS PROCEDURES

by
CHARLES P. SMITH*

PROJECT STAR DESCRIPTION

Purpose

Project STAR was designed for the purpose of developing attitudes and behavior which will enable criminal justice personnel and the public to achieve the goals and objectives of the criminal justice system more effectively.

Objectives

Project objectives were:

- To identify roles, tasks and performance objectives for appropriate criminal justice positions.
- To develop and test training programs for these criminal justice positions that address needs not satisfied by existing training programs.
- To develop educational recommendations for these criminal justice positions and the public that address needs not satisfied by existing education programs.
- To develop selection criteria and recruiting strategies related to knowledge, skill, and attitudes needed for these criminal justice positions and not currently in use.
- To develop a technique for assessing the impact of social trends on the criminal justice system.
- To develop an implementation plan for all Project end products.

Criminal Justice Positions Involved

The project research and development effort focused on the criminal justice system positions of police officer, prosecuting attorney, defense attorney, judge, caseworker, and correctional worker.

*Project Director: American Justice Institute, Sacramento, Ca.

Organization

The project organization involved the United States Department of Justice, Law Enforcement Assistance Administration; criminal justice planning agencies and operational agencies in four states (California, Michigan, New Jersey, and Texas) and the California Commission on Peace Officer Standards and Training. The American Justice Institute (with assistance from System Development Corporation, Field Research Corporation, and special consultants) was selected, through competitive procurement, to be responsible for conducting the research and development effort.

Project STAR was governed by a National Advisory Council and Advisory Councils in the participating states composed of representatives from the criminal justice system, the public, higher education, and local and state units of government. In addition, resource groups representing police, judicial process, corrections, and education and training have been involved since Project inception.

A total of some 1,500 agencies and 6,000 individuals have participated in the Project.

Funding

Financial support for the \$2.5 million Project was provided by Law Enforcement Assistance Administration discretionary funds (32%), state criminal justice planning agency action grant funds (29%), California Commission on Peace Officer Standards and training agency funds (28%), and in-kind contributions from state and local criminal justice agencies (12%).

Terms

The Project research and development effort began in May 1971 and ended in December 1974.

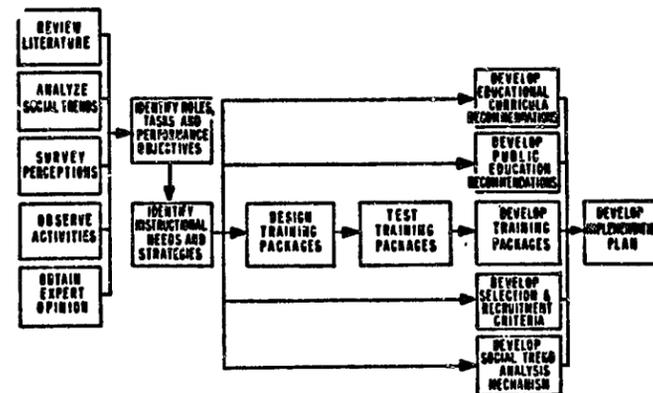
METHOD

The design of Project STAR involved a comprehensive and carefully executed research method including (a) search of the literature, (b) analysis of social trends, (c) survey techniques, (d) field observations, and (e) expert opinion. Figure 1 provides a summary of how this general technical approach was organized and executed.

This presentation provides a description of the process used in identifying roles, tasks, and performance objectives.

Figure 1

General Technical Approach



Prior to initiating the Project STAR research and development effort, relevant literature was searched and an expert opinion was sought in order to develop a thorough conceptual design for the project.

SEARCH OF THE LITERATURE

First, the literature on criminal justice system purpose, organization, and function in the United States was searched to identify the design and results of other research efforts in the areas of criminal justice roles, tasks, and performance objectives.

Second, the literature on research methodology was searched to obtain needed information on research design and procedures.

Third, literature on performance measurement was searched to identify techniques for developing and using performance objectives as a basis for:

- Developing educational curricula and training programs.
- Measuring student performance during the educational and training process.
- Measuring student performance in an operational environment.

The literature search identified the existence of considerable variation and overlap of meaning for terms such as goal, role, purpose, function, task, activity, process, duty, responsibility, and objective.

It was also determined that the focus of the other research was on individual positions or components of the criminal justice system rather than on the system as a whole. In addition, even if terms could be interpreted to have a reasonably common meaning or if a system emphasis were found, wide variation of opinion and interpretation was found concerning what roles or tasks were appropriate for the criminal justice system or positions.

Further, the literature reflected a considerable gap between what roles or tasks were *ideal* and what could be achieved in *reality*.

Position Paper on Future Roles

As part of the effort to develop the conceptual design for Project STAR, three leading scholars in the field of criminal justice prepared a summary of their personal thoughts on the future roles of appropriate positions in the criminal justice system.

Position papers were prepared by Professor James Q. Wilson on uniformed policemen; Professor Daniel Glaser on case workers and correctional officers; and Professor Ernest J. Friesen on prosecutors, judges, and defense attorneys. Each author was provided a list of dimensions for possible incorporation in his papers including:

- Anticipated modifications to present criminal justice services.
- New dimensions of work responsibility which may emerge as a result of changing social, economic, and political trends.

DEFINITIONS

Definitions established for Project STAR in the areas of role, task, and performance objective; criminal justice positions; were as follows:

Role, Task, and Performance Objective

Role: The personal characteristics and behavior expected in a specific situation of an individual occupying a position.

Task: An activity to be accomplished within a role and which usually involves a sequence of steps and which can be measured in relation to time.

Performance Objective: A statement of operational behavior required for satisfactory performance of a task, the conditions under which the behavior is usually performed, and the criteria for satisfactory performance.

Definition Example

Criminal Justice Positions *Police Officer:* Police patrolmen or deputy sheriffs (sworn, full-time, uniformed) who are responsible for basic, primary police functions. This includes automobile and foot patrol officers who respond to calls for assistance and who are also responsible for enforcement of observed violations of law.

INITIAL OBSERVATIONS

Upon the initiation of Project STAR research in May of 1971, Project staff visited 11 representative criminal justice agencies selected by the National Advisory Board, pursuant to predetermined criteria, in order to identify obvious similarities or differences of roles among agencies or positions and to provide a basis for developing the initial data collection design, forms, and procedures. Each staff member was provided with open-ended forms and procedures to collect

preliminary data on:

- Situations involving various positions
- Roles or tasks involving various positions.
- Expectations that various individuals held concerning the behavior of various positions in various situations, roles, functions, or tasks identified.

After making necessary arrangements with each agency selected, one or more project staff members visited various units or field locations of each agency, as appropriate. Each staff member was introduced by an agency representative as a researcher, and all personnel were requested to cooperate to the fullest extent possible.

Results of Observation

Analysis of data collected reflected dramatic variation among agencies and individuals on definition of terms; relationships between situations, roles, tasks, and positions; and anticipated behavior. As had been anticipated in the Project design, this data was so disjointed and contradictory that it could only be used as the basis for developing forms and procedures for conducting a series of structured interviews.

INITIAL INTERVIEWS

Based upon the findings of the initial observation phase, Project staff designed and conducted a series of structured interviews with representative positions in representative agencies in order to identify specific situations and expectations involving each position included in the study so that detailed research design, instruments, and procedures could be developed.

Scope of Interviews

In accordance with predetermined criteria, the Project National Advisory Council selected 17 representative California criminal justice agencies for participation in the initial interview activities. A sample of 353 persons involved with these criminal justice agencies in various ways were interviewed by Project staff for an average of 1½ hours. Included in this group were operational criminal justice personnel from various components, levels, and organizational types; public administrators; victims; defendants; offenders; and jurors.

Method of Interview

Each staff member was provided with an Interview kit containing a description of the Project, key definitions, data recording standards, introductory remarks, diagrams showing position interactions, structured questions, data recording forms, and agency interview schedules. The interviewers went to the preselected agencies where arrangements had been made in advance for operational and supervisory level individuals to be interviewed. Upon making contact with the operational respondent, the interviewer described the purpose of the interview, showed the respondent the diagram related to his position, and asked the respondent to identify a *typical working contact* with another position in the criminal justice system with whom he/she interacted.

Upon recording a description of the situation in each contact, the interviewer then repeated the question to identify more situations and expectations for the same position. The interviewer then asked the operational respondent to describe what he/she thought that the person in the other position should do and should not do in that situation.

After recording appropriate expectations for the initial situation identified, the interviewer repeated the question to identify more situations and expectations for the same position. The interviewer then asked the operational respondent to identify situations and expectations for additional positions with whom he/she interacted for his/her own position. After gathering as much data on situations and expectations for each operational respondent as possible, the interviewer then asked the respondent for any general comments he/she desired to make concerning any position discussed.

Supervisory level individuals were asked a somewhat different set of questions, with the emphasis on what they expected of their subordinates in various situations involving other criminal justice positions, suspects, offenders, or the general public.

Results of Interviews

Data gathered during these interviews were then transferred from the original data collection forms onto 3" X 5" index cards containing one expectation per card that one criminal justice position had of another criminal justice position (including his/her own) in a specific situation. These index cards were then sorted into similar categories and groups by (a) position, (b) situation, and

(c) expectation. Each category and group of cards was then reviewed to eliminate obvious duplicate or irrelevant items. This resulted in 5,684 expectations that the respondents had of all positions.

SOCIAL TRENDS ANALYSIS

Project STAR designers recognized the rapid rate of contemporary social changes and the uncertainty of the impact of these trends on criminal justice system roles. Consistent with this requirement, Project STAR developed a report on the potential impact of social trends on crime and criminal justice during the period 1970-1990 using the following methods:

- Opinion of qualified experts.
- Analysis of historical trend data.
- Linear extrapolation of trends².

No original trend data were generated for the study. All trends described were found in the available literature or raw data available from the government.

Forecasts are based on probabilities, not certainties. The basic assumption underlying all extrapolations of trends is that the trends will probably continue. Of course, this is not always the case. Trends come to an end and are replaced by other trends. However, a trend that has persisted for over 500 years has a higher probability of continuing than a trend that is only 50 years old.

In addition, the present is a period of rapid change. This suggests that some long-range trends may be reaching their end; that significant new trends may be emerging or that some long-range trends may be in a period of fluctuation.

Further, trends do not continue unopposed. Such reactions to trends may slow down their development and even reverse trends for a period of time. The significant thing about long-range trends is that they persist despite such opposition.

DETAILED SURVEY RESEARCH DESIGN

Upon completion of the conceptual design and the array of data resulting from the initial interviews, Project STAR staff initiated the development of a detailed research design to conduct the formal surveys of expectations that representative samples of criminal justice personnel and the public

had of relevant criminal justice personnel in specific situations. The resulting document included the following design elements for the survey:

- Purpose.
- End products desired.
- Data required.
- Key definitions.
- Survey instruments configurations and development.
- Sampling design and procedures.
- Survey administration design.
- Data processing design and methods.
- Data analysis techniques.

Upon adoption of the detailed research design, Project STAR staff initiated the formal survey of operational criminal justice personnel as the basis for a preliminary identification and description of the various roles of relevant criminal justice personnel.

Development of Survey Instrument and Procedures

Pursuant to the questionnaire design and development procedure specified in the research design, a preliminary questionnaire was developed from the 5,684 expectations of criminal justice positions in specific situations that were collected during the initial interviews. These situations and expectations were reduced in number through eliminating or rewording situations and expectations that met criteria such as:

- Duplicate situations within any single position.
- Duplicate expectations within any single situation.
- Over-generalized situations or expectations (e.g., *The lid came off and I thought it was out the window*).
- Situations or expectations that contained language unique to a particular position or locale (e.g., *When we go 10-8, I expect my partner not to have a 415 mouth*).

Considerable care was taken to assure that this process did not eliminate - or change the meaning - of important situations or expectations. This process results in a total of 149 situations and 1,679 related expectations.

Question Item Development

The remaining situations and expectations were then organized into a series of questions, in accordance with a format in the research design that provided the respondent with the opportunity to rate, on a five point scale, the *desirability* and *probability* that any specific expectation would occur in relation to any specific situation. The questionnaire format also provided for questions dealing with demographic data and opinions on some criminal justice issues, values, and goals.

Preliminary Pretest of Questionnaires

A preliminary questionnaire was then prepared from these remaining situations and expectations and in accordance with the format specified in the research design. This preliminary questionnaire was pretested on a group of 30 individuals, including Project staff and individuals from operational criminal justice agencies and universities, who were selected because of their combination of experience in criminal justice operations, research methodology, role theory, and education and training.⁴

Based upon the analysis of respondent comments and response patterns on the preliminary pretest questionnaire, some questionnaire items were eliminated or revised, and the format was refined. The remaining questionnaire items were then put into the revised format, and a pretest instrument was produced.⁵ This pretest questionnaire was then administered in to a sample of 106 personnel in various agencies representing the criminal justice system positions involved.

Development and Adoption of Final Questionnaire

The responses to the pretest were processed in accordance with the statistical techniques identified in the research design. The results of this effort, and any comments made by pretest respondents and survey administrators, were analyzed by Project staff.

Based upon this analysis, Project staff developed a final draft questionnaire containing questions on criminal justice systems goals, issues, values, and expectations. A total of 566 statements describing behavior that might be expected of various criminal justice positions in specific situations were included in the questionnaire. This final draft was reviewed, refined somewhat, and adopted by the Project National Advisory Council.

In order to permit efficient survey administration and data processing, the final questionnaire was then printed in a form that enabled the use of optical scanning techniques for item scoring.⁶

Development of Survey Administration Procedures

The research design provided for the administration of the survey by personnel employed by participating agencies with the assistance of Project staff. In recognition of the need for consistent and efficient procedures to administer the questionnaire, a detailed survey administrator's manual was developed.⁷

This manual contained information on survey purpose and a description of questionnaire development and content. It also provided detailed instruction and materials for survey administration, including selection of respondents; distribution, collection, and disposition of questionnaires; and reporting responsibilities.

Survey Administration

Selection of a representative sample of respondents from all criminal justice system components was made in each participating state in accordance with the following procedures established by the research design:

- Random selection of participating counties.
- Random selection of criminal justice system agencies within selected counties.
- Identification of quantity and type of personnel required in each agency selected.
- Random selection of respondents in each agency.

Upon the confirmation of willingness to participate by those agencies selected during initial sampling efforts, a total of 251 survey administrators were recruited from criminal justice system agencies involved in the survey.

Upon the confirmation of willingness to participate by those agencies selected during initial sampling efforts, a total of 251 survey administrators were recruited from criminal justice system agencies involved in the survey. Fifteen one-day training sessions for survey administrators were conducted in the four states. Each survey administrator was given a manual of instructions for respondent selection and survey administration, an adequate supply of questionnaires and forms, and the telephone number of a Project staff member assigned to each state.

Survey Administrators in each state randomly selected respondents in each agency from a roster of personnel, according to the previously agreed upon procedure to ensure random selection. The Procedure afforded the opportunity to select an alternate respondent to replace those who were selected initially, but who were then unavailable.

The survey administrator then delivered the questionnaire to the individual selected and explained its purpose and the method for completion. At a predesignated time, the survey administrator picked up the completed questionnaire from the respondent in a sealed envelope. In turn, the questionnaire was mailed to a central location for optical scanning. This procedure assured the respondents of the confidentiality of their responses, allowed the staff to predict within narrow limits the date upon which all responses would be returned, and assured a very high percentage of return from the respondents.

As will be seen in Table 1, a total of 1,148 agencies were involved in the survey of those 3,849 individuals selected from these agencies in the sampling procedure 3,432 (or 89.2%) completed the questionnaire. It should also be noted that the average time of completion for the questionnaire was 3.41 hours.

State	Agencies Surveyed	Questionnaires Distributed	Questionnaires Completed	Response Percentage
California	340	1,328	1,266	95.3
Michigan	211	800	677	84.6
New Jersey	238	861	743	86.3
Texas	359	860	746	86.7
TOTAL	1,148	3,849	3,432	89.2

Upon receipt at the central location, each questionnaire was audited by Project staff to ensure that it was ready for processing. Each questionnaire was then optically scanned and the responses were recorded on magnetic tape. The tapes were sent to a computer facility for processing on high-speed electronic computers using predetermined statistical programs. Printouts of survey results were provided to Project staff for analysis.

Survey Results

55% of the respondents were police officers, 14% were involved in the judicial process, and 31% were involved in corrections. All types of operational criminal justice system agencies in the participating states were represented in the survey.

The numbers and percentages of responses to this survey were computed and statistical tests were run on the data to determine the appropriate levels of significance and representativeness. Each response was correlated with other responses and appropriate relationships were identified and interpreted. It was these relationships that provided the foundation for role identification.

Preliminary Identification of Roles

The project definition of *role* suggests that a role could be described by sets of expectation statements which are associated in people's minds with a person performing the duties of a position. Expectations in the survey questionnaire were evaluated by respondents on five-point scales of desirability and probability. It was determined that analysis of responses should focus on the ratings on *desirability* of occurrence since this reflected what people felt should be done rather than what was done.

In order to identify appropriate sets of expectation statements, the statistical procedure called *factor analysis* was used. This procedure was chosen because it:

- Is recognized in research literature as well suited for the discovery of concepts.
- Extracts questionnaire responses that share common meaning for questionnaire respondents.

- Minimizes the bias of nonscientific opinion.
- Reduces a large number of operational indices (expectation statements) to a smaller number of conceptual variables (roles).
- Enables causal relationships to be separated from large numbers of observed cases.
- Gives a broad sense of consensus on roles (arising from judgments expressed by respondents in completing questionnaire items).

The specific technique for deriving preliminary roles was to determine which of the 566 expectation statements in the survey questionnaire administered to operational criminal justice respondents were associated in relation to a measure of desirability in the minds of the survey respondents. By *associated*, it is meant that respondents tended to give the same rating on the desirable-undesirable rating scale (from 1 to 5) on any combination of expectation statements indicating the existence of a general attitude which governed their response to several questions. For example, here are two expectation statements from the police section of the questionnaire:

- Police officers should be capable of recognizing and handling persons with emotional disorders.
- Police officers should help resolve family problems in a way that will strengthen rather than weaken the family.

If individual respondents generally tended to agree with both statements, to disagree with both, or to be uncertain about both, it would indicate that responses to the two statements are associated or related. If no such pattern existed in the ratings, the responses would not be related. When responses are related, the possibility of a general attitude toward the policeman's responsibility in dealing with emotionally disturbed persons probably governed respondent's answers to both questions. If other similar statements were also associated with these two, an assumption could be made that some type of role was indicated. This assumption would hold even though not all respondents agreed that the "role" is an appropriate or desirable role for police officers to play.

The research task then became one of ascertaining what the underlying meaning or common element was and to give it an appropriate title and description. For some groups of

statements, this common element was easily ascertained and the indicated *role* could be described with little difficulty. For other groups, the reason for the association of the statements in respondent's minds was not readily apparent, and considerable insight and analysis were required to derive a satisfactory definition. A major advantage of the mathematical process employed is its ability to bring together statements which have an underlying relation which might not be apparent if the statements were not viewed as a group.

Once the raw data was processed in accordance with the statistical routines, the resulting clusters of expectations were reduced in size and number through (a) the elimination of clusters with a correlation score below a predetermined numerical level; (b) the elimination of items within a cluster with a relevance score below a predetermined numerical level; and (c) the elimination of remaining clusters that contained three or less expectation statements.

Role identifiers and descriptions, then developed, were an abstraction of the elements remaining in each cluster since research design specified that such remaining common elements tied the expectations together in the minds of the survey respondents and thus comprised a role.

SURVEY OF THE PUBLIC

Project design also called for a survey of public opinion and characteristics. Pursuant to this requirement, a survey of a representative sample of the adult and teenage public in California and Texas was conducted.

Purpose of Survey

The survey was designed (a) to obtain public views on crime impact, criminal justice system issues, values, and effectiveness; and (b) to determine if there were distorted perceptions on what roles were desirable for criminal justice personnel.

Development of Survey Instrument

The survey instrument was designed from the previously mentioned interviews and was consistent with the survey of operational criminal justice personnel. After a pretest of the survey instrument, appropriate modifications were made, and the interview-guide was adopted by the Project National Advisory Council.

Survey Sampling Technique

Field Research Corporation's Master Samples were used as a basis for randomly selecting a sample which included a representative number of people representing all geographic areas, socio-economic levels, ages, and ethnic groups.

Survey Administration

The survey involved trained interviewers employed by Field Research Corporation. A total of 1,880 households in California were visited by field interviewers. Personal interviews were obtained with a representative sample of 811 adults aged 18 years and older and a sample of 126 teenagers aged 14-17. Public opinion survey responses were edited and coded by Field Research personnel. These responses were then keypunched, and basic tabulations and statistical analyses of the data were obtained by computer processing at Field Research Corporation's central data processing facility.

Survey Results

After analysis of survey responses, Field Research Corporation submitted a draft report of findings in accordance with a previously designed format. This report on findings also contains a description of survey method, a copy of the survey instrument, and demographic data on survey respondents. After review by Project staff, the report was put into final form.⁹

Information contained in the report was analyzed to determine role implications for criminal justice system personnel and the public.

OBSERVATION OF OPERATIONAL PERSONNEL

In order to provide more depth to the research than was possible through search of the literature or survey research, a formal field observation phase was conducted as part of Project Star. The purposes of the field observation phase were as follows:

- To provide confirmation of the preliminary roles derived from survey research.
- To identify the tasks typically associated with performance of the role.

- To provide information required for the development of the performance objective statements for both the focal position and the other criminal justice positions with whom there is interaction.

OBSERVATION DESIGN

The field observation procedures were designed to accomplish three basic objectives:

1. To obtain all the required information as completely, accurately, and quickly as possible.
2. To maximize interobserver reliability.
3. To minimize interference with the activities of the persons being observed.

The above objectives were met by (a) carefully specifying and defining each element of the information to be obtained; (b) designing appropriate forms on which the information could be entered; (c) providing observers with necessary training and observation aids; and (d) field testing the method prior to actual use.

Forms and Aids

A total of three forms and four aids were used during the field observation. A brief summary description for each form and aid is provided below.

Form #1: Data Collection Form--This form was used to record a narrative description of the activities observed. Each incident observed was then associated with the appropriate role and task. Other pertinent information was also recorded (e.g., comments by the subject under observation, other personnel involved in the activity, risk involved, guidance received).

Form #2: Role/Task Matrix--This form provided a tally sheet for checking the roles and tasks observed in each positional activity. The observed role/task relationships were also indicated in the matrix.

Form #3: Preliminary List of Tasks--The observed individuals and their supervisors reviewed a preliminary list of tasks developed by Project staff from the literature and from earlier Project data and suggested needed modifications and additions.

Aid #1: Basic Definitions--An alphabetical listing of the definitions of key Project terms.

Aid #2: Perceived Roles--This aid consisted of a description of each of the roles resulting from the analysis of the survey research data.

Aid #3: Activities to be Observed by Project STAR Personnel--A version of this form was provided for each type of agency to be visited. This aid was presented to appropriate personnel in the agencies surveyed to explain the purposes of the observers.

After a field test of the Project field observation procedures, forms, and aids, methods were modified as required.

Agencies to be involved in the observation phase were selected in accordance with the following criteria:

- High probability of the perceived roles and tasks being performed in the agency.
- Representation of different types of agencies (e.g., size, jurisdiction).
- Typical operational demands in terms of area served and responsibilities.
- No unusual incidents or situations taking place that would make the survey infeasible or the results atypical (e.g., large scale riots or disturbances, natural disasters, or major agency reorganizations).
- Close proximity to other criminal justice agencies likely to be involved in the observation phase of the project.
- Accessibility in terms of travel and housing for staff observers.
- Willingness of the agency to participate in the study.

The following procedures were used to arrange agency participation:

- A preliminary list of criminal justice agencies to be visited was developed based on the agency selection criteria described above.

- The initial agency list was submitted to the Project National Advisory Council for their review and final approval.
- Those approved agencies were then contacted either by a representative of the Project's Advisory Council who was a representative of the criminal justice component to be studied. These individuals confirmed an agency's willingness to participate and indicated that a member of the Project staff would subsequently contact them to arrange mutually acceptable dates for visiting the agency.

Field Observation Process

The observation procedures followed a standard pattern in all agencies. Agency managers met with the observers to acquaint them with their agency, describe the general characteristics of the area served, and explain any special conditions or precautions to be followed by the observers.

The schedules of periods, locations, incidents, and person to be observed usually were settled at the first meeting and were designed to enable the observers to see a representative sample of the work done by the agency. Observers were then introduced to the persons they were to observe, and the observers explained the Project briefly to the persons and answered any questions.

The management personnel in all the agencies visited were cooperative, helpful, and interested. The personnel observed were helpful and seemingly not disturbed by the presence of the observer. In general, Project staff were able to make their observations and record their information unobtrusively. A total of 25 agencies, 309 personnel, and 1,737 hours were involved in the field observations.

EXPERT OPINION

Assistance in all stages of the Project has been received from approximately 254 outside professional resources, at all levels, in the support and review of Project staff work.

Role Identification Process

Identification of appropriate roles for criminal justice positions, included in Project STAR, involved a complex series of interrelated activities. Once the preliminary roles were identified through factor analysis of the

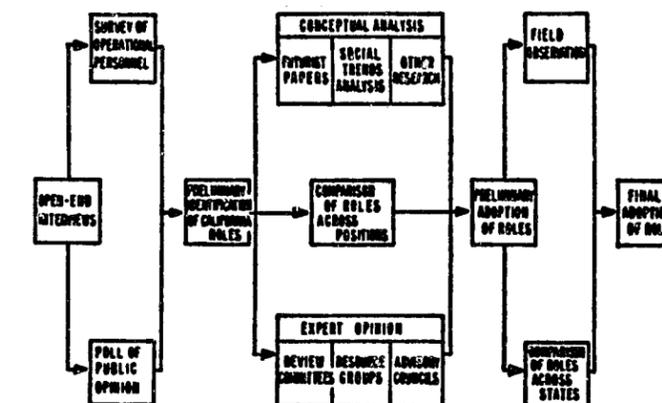
expectations provided by California survey respondents in relation to any one position, the following analytical procedures were undertaken:

- Factor analysis of the responses of operational criminal justice personnel from each of the other three states to the survey.
- Comparison of roles identified through factor analysis for any one position in each state with roles identified for any one position in all other involved states.
- Comparison of roles identified through factor analysis for any one position in each state through survey research with roles identified for all other positions in all other states through survey research.
- Comparison of data collected in the California public opinion poll with data collected in the survey of operational personnel in the four states.
- Field observation within positions across agencies.
- Comparison of roles identified through survey research and field observation, with roles identified in the literature and in the social trends analysis.
- Review of roles identified by individuals and groups of substantive experts at all levels.

Figure 2 provides a visual display of how this process worked.

Figure 2

Role Identification Process



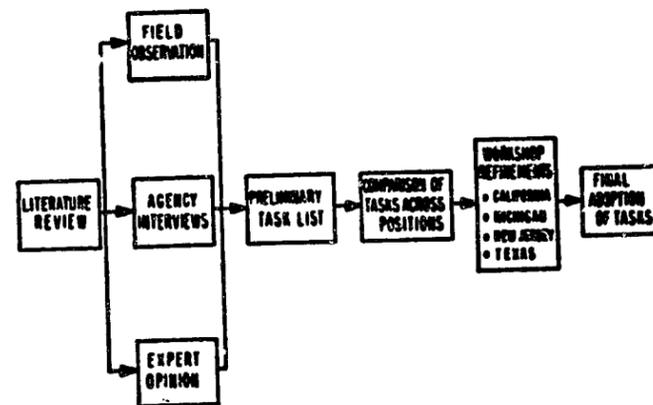
Roles for all positions were then adopted by the Project National Advisory Council.

Task Identification Process

Tasks were initially identified for each position on the basis of a literature search and then refined as a result of field observations, agency interviews, and expert opinion. Tasks identified for each position were then compared with tasks identified for other positions and refined through extensive workshop of operational criminal justice personnel from each of these positions. Figure 3 provides a visual display of how this process worked.

Figure 3

Task Identification Process



Tasks for all positions were then adopted by the Project National Advisory Council.

Performance Objective Identification Process

Initial effort included the collection of performance objective data and criteria through field observation and a search of the literature. Then, Project staff developed proposed performance objectives for appropriate positions in

State of California, wherever a direct relationship between a role and a task was identified by the research. After review and refinement by a workshop of operational personnel from California and the National Advisory Council, these performance objectives were reviewed and refined by advisory councils and workshops in the other participating states.

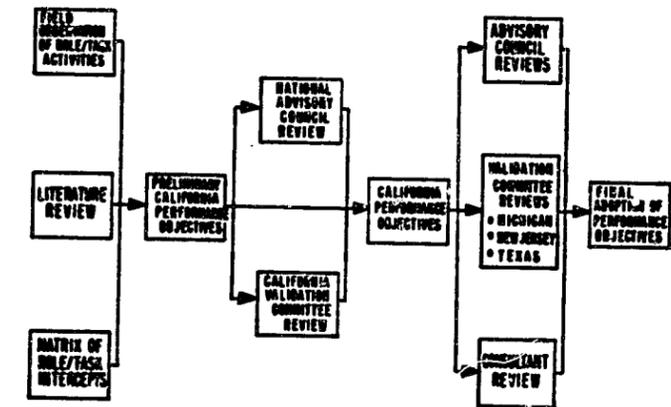
Figure 4 provides a summary of how the performance objective identification process was organized and executed.

Figure 4

Performance Objective Identification Process

Figure 4

Performance Objective Identification Process



Detailed performance objectives for all positions except judge were then adopted by the Project National Advisory Council. Summary performance objectives for the judge were developed on the basis of analysis of all relevant Project data.

Development of End Products

After the adoption of roles, tasks and performance objectives for all six positions by the National Advisory Council, Project staff then developed a set of training programs. Further, a preliminary field test was made of these training programs.

In addition, publications were prepared that provided a summary of all Project results¹⁰ and an assembly of the detailed performance objectives developed.¹¹

IMPLEMENTATION

To date, implementation of Project STAR has been undertaken by a variety of jurisdictions and components in areas such as:

- Use of the roles, tasks and performance as a basis for developing selection criteria, training programs, educational curricula, and goal setting.
- Use of all or parts of the training programs.
- Use of the instructional strategy.
- Use of the social trends analysis findings and methods.
- Use of the selection process continuum as a framework for human resource development.

There has never been a coordinated systemwide or national effort to implement the results, in spite of the large expenditure of funds and the potential for positive impact. Although this broad-based effort may be impossible, specific activities that could be undertaken at the national level include:

- Dissemination of information on the implementation results to date.
- Validation of the training programs.

Individual jurisdictions are in a position to utilize the results of Project STAR (in concert with other work like the National Manpower Survey) as a basis for developing locally acceptable roles, tasks, performance objectives, selection criteria, training programs, and educational curricula without further extensive research.

The information is there--now what is needed is the commitment to do something with it.

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