114091   // ✓/ 0 9 /

LAW ENFORCEMENT

SELECTION

PROCESSES

A TIME FOR CHANGE

Prepared By

CHARLES J. SODARO
Captain

San Bernardino County
Sheriff's Department

2-0029

CONTENTS

EXECUTIVE SUMMARY

This research project has analyzed specific elements common to the law enforcement selection processes used in California today. This analysis evaluates the validity of each element, used for identifying potential successful law enforcement candidates now and in the future.

The project is based on extensive research, and it analyzes each element used in the law enforcement selection process, explaining the strong and weak points and law enforcement's confidence level in each.

This study looks at what has been developed in the area of employee selection in private industry and the military. It examines the Federal and State regulations and laws and their impact on potential changes in the present selection process.

Research, gathered from law enforcement managers, identifies several points of concern within the present system and compares what the system accomplishes with what it was designed to accomplish.

It was discovered that most selection processes were designed to eliminate applicants, rather than identify individuals suitable for law enforcement careers. The research reviewed assessment centers; their value as selection tool; the cost factor involved, and the confidence level held in assessment centers by law enforcement managers.

i.

This project has identified the characteristics a candidate should possess, such as learning ability, common sense, honesty and motivation. Those characteristics which cannot be easily taught, but are an essential trait in a successful law enforcement officer.

The project explores Hi-tech developments in the area of communications, weapons, and investigative aids, and the need to test for a candidate's aptitude in these areas, during the selection processes of the future.

The study looked at the job of law enforcement in the year 2000. Experts identified in this research believe that the law enforcement professionals and the work force from which applicants are drawn will see dramatic changes in the next fifteen years.

The study has identified some futuristic selection instruments designed for recruiting and selecting the best available candidates.

SITUATION

Personnel managers' and recruiters' goals have always been to select from the job market those employees with the attributes necessary to succeed and be competitive in todays demanding environment. Law enforcement needs recruits that have the capacity to learn quickly, are highly motivated, excercise good common sense, display high moral standards, are service oriented, and self starters with a high energy level.

Although the selection of new officers is the most important responsibility police managers have to the communities they serve, the hiring of new officers is, without a doubt, one of the most important responsibilities with which law enforcement managers are entrusted. Law enforcement managers have the responsibility to their communities to hire the best candidates available.

From the law enforcement officers hired today will come the law enforcement managers of the future.

Technology has impacted law enforcement in areas of communication with technological developments like computerized aided dispatch (C.A.D.) and new and more dependable radio equipment, and investigative aids, such as computerized fingerprint systems, laser systems for locating latent prints, stun-gun, taser, mace, and infra-red scopes.

Computers and computer technology are all around us. We have seen many technological developments in robotics, technology improvements in transportation, security and surveillance equipment. Much of this new technology is being adapted to law enforcement's use.

The responsibilities of law enforcement and the environment around us are being changed by technology so quickly; that law enforcement personnel, at all levels, must keep learning to stay abreast of technological development, or be passed by. It is not enough just to purchase the newest and up-to-date equipment. Law enforcement must be able to select the employees who have the capacity to learn, change and use the new technology available.

The selection process, although critically important to the future of law enforcement, does not seem to be taking full advantage of the technological developments available that could be adapted to the law enforcement selection process.

If law enforcement does not stay abreast of new technology and remain competitive and cost effective, law enforcement's duties in the future may very well be carried out by private law enforcement providers. There have been some changes in the law enforcement selection process over the past ten years. The physical requirements for height and age have been relaxed, while there is a trend toward the use of more intelligence and personality assessment screening. Most

states now have mandatory psychological testing. These tests are designed to identify a candidate's suitability to perform as a law enforcement officer. The psychological test is usually a candidate's most difficult test in the selection process. It eliminates more hopeful candidates than written examinations or background checks.

The minimum education requirements have basically remained about the same, high school graduate level. Only a very few agencies in California require college units at the entrance level.

Only two departments were found that take a different approach to the selection of entrance level law enforcement officers. Ocala Florida Police Department, under the direction of Chief McGee, implemented the use of the assessment center for the purpose of selecting entry level law enforcement officers in the late 1970's. The Fort Worth Police Department also implemented a assessment center approach to evaluate police applicants. The assessment center has replaced the traditional oral interview phase of the pre-employment testing procedures. Six applicants who have successfully progressed through the initial screening test, vision test, job-related strength and agility test, polygraph, and background investigation, compete together, in work simulation exercises, group discussion, leadership exercises, and individual oral interviews between an assessor and an applicant. The assessment center tests an applicant's

ability in use of good judgment, common sense, leadership,
oral and written skills and sensitivity to others.
Chief McGee, of Ocala, Florida Police Department, found
assessment centers helpful to determine the skills, knowledge
and behavior patterns of police applicants. The assessment
center approach, although costly, can be accomplished by
training existing personnel to perform as assessors.

Most of the law enforcement managers surveyed believed that
the use of assessment centers was not only costly, at the
entry level, but would not be practical in large departments,
because of the number of applicants and the time it takes to
do a thorough job.

If law enforcement wants to have an understanding of what
entrance level processes will be required in the future,
there must be a clearer understanding of the systems in use
now; their benefits, short comings, and what the trends are
in the selection of entry level personnel for the future.

QUESTIONNAIRE RESULTS

The research included a questionnaire that was sent to one-
hundred police managers and middle managers. The
questionnaire was developed to ascertain the confidence level
that law enforcement managers have with the current written,
oral, polygraph, psychological examinations, and background
investigations, being used by most law enforcement agencies
in the country.

Areas questioned were the confidence in each of the tests currently being used to identify important behaviorial patterns, such as initiative, loyalty and judgement. The participants in the survey were asked what they believed were the basic skills, qualities and behaviors that entrance level police applicants should possess.

The questionnaire contained three types of questions. Five (5) of these questions were to be answered with a Yes or No response. Questions also allowed the respondent to make written comments. There were twelve (12) questions that required twenty-two (22) responses that were to be answered on a scale of 1 to 5, with one being the least and five being the most important. Finally, there were three questions that requested an essay response.

Of the one-hundred (100) questionnaires mailed, sixty-two (62) were returned. The results of the questionnaire were as follows:

Question One asked if there was a correlation between successful law enforcement agencies and the selection processes used. 96.8% answered in the affirmative. Chief Jimmo of Carlsbad Police Department comments "Agencies that select more carefully are more successful in maintaining a good image and positive attitudes."

Question Two asked if the present selection processes allow candidates to demonstrate skills needed in the

7

law enforcement profession. 58.1% believed that they did; while 41.9% felt that they didn't. Chief Fred Coburn, Bishop P.D. stated, "There is little, if any, coordination or cooperation between State Cooperative Services and P.O.S.T. on the written examination."

Of those who responded in the affirmative, only a few made written comments, and, of those who did, their comments were undecisive, such as, "I answered Yes, though there are areas that are not measured at the initial hiring step, like common sense in field situations."

Question Three asked if Hi-Tech developments in communications, weapons, etc. impact the traits and qualities sought in recruits of the future. 78.8% believed that the testing system should be altered to consider Hi-Tech developments. Chief Harold Barker, Folsom Police Department commented, "The wave of the future must be addressed, or we will be left behind."

Question Four inquired whether or not law enforcement should consider behavioral based selection methods, which would emphasize the assessment of a candidates loyalty, initiative and reasoning ability. An amazing 96.8% answered yes. Lieutenant Roger Clark, Los Angeles County Sheriff's Department commented, "You hit the nail on the head."

Question Five was if law enforcement should consider computer assisted testing for the selection of new recruits in the future. A large majority, 75.8% responded in the affirmative, with comments such as, "any enhancement will help." "computer literacy a must," and "only if the test is used to measure aptitude and not existing skills."

For the purpose of evaluating the responses to the scale questions, answers in the 1 and 2 ranges of the scale were combined and considered as least favorable. Answers in the 3 range on the scale were not considered, and responses in ranges 4 and 5 were combined and considered as the most favorable.

Response Six asked for an evaluation of the effectiveness of assessment centers for the selection and evaluation of entry level law enforcement recruits. 33.9% responded in the least and 40.3% in the most favorable range.

Response Seven required an evaluation of the present methods of selection used by their departments. 24.2% responded in the least and 45.2% in the most supportive range.

Response Eight was to indicate the degree of validity to the statement "Law Enforcement agencies today need to update the selection process." 85.5% of the responses

indicated that this statement was valid.

Question nine requires six responses, five grading the level of confidence of five selection methods used by most law enforcement agencies and one grading assessment centers as a method of selecting entry level law enforcement officers in the future.

(9)   Written Examination: 14.5% responded least
       supportive,   42% in the most supportive range

(10)   Polygraph Examination: 9.7% responded least
       supportive,   54.9% in the most supportive range

(11)   Oral Interview: 8.1% responded least
       supportive,   71.0% in the most supportive range

(12)   Psychological Examination: 13.2% responded least
       supportive,   77.4% in the most supportive range

(13)   Background Investigation: 1.6% responded least
       supportive,   91.9% in the most supportive range

(14)   Assessment Centers:27.5% responded least
       supportive,   51.6% in the most supportive range

Response Fifteen required a rating of the correlation between successful law enforcement and the selection process.   4.8% rated it as having a low correlation and 77.4% rated it high.

Response Sixteen was a duplication of question #8;
therefore response was basically the same.

Question 12 required four responses, rating the degree
of usefulness of the Oral,Written, Psychological, and
Background in identifying Initiative:

(17) Oral: 8.1% considered it of little use

                     69.4% considered it very useful

(18) Written: 46.8% considered it of little use

                     14.5% considered it very useful

(19) Psychological: 16.1% considered it of little use

                     64.5% considered very useful

(20) Background: 11.3% considered it of little use

                     82.2% considered it very useful

Question 12B Loyalty:

(21) Oral: 25.8% considered it of little use

                     40.3% considered it very useful

(22) Written: 67.8% considered it of little use

                      6.5% considered it very useful

(23) Psychological: 9.7% considered it of little use

                     58.1% considered method very useful

(24) Background: 8.1% considered it of little use

                     82.3% considered it very useful

Question 12C Judgement:

(25) Oral: 4.8% considered it of little use

                     75.8% considered it very useful

(26) Written: 37.1% considered it of little use

                     30.6% considered it very useful

11

(27) Psychological: 14.5% considered it of little use

61.2% considered method very useful

(28) Background: 8.0% considered it of little use

77.4% considered it very useful

Response 29 is one of the three essay questions requesting a list of what the respondent felt were the important skills, qualities and behaviors a police applicant should possess: A list of thirty eight items was compiled, ranging from the ability to follow instructions to willingness to learn. The four that showed up most on the list were common-sense, ability to learn, motivation, and people skills.

Response 30 required the respondents to identify which testing methods used today effectively identify those skills, qualities and behaviors .

Some of the comments were "the single-most effective way is by doing a complete and comprehensive background investigation." Another wrote, " A written exam, combined with a thorough psychological and background investigation, will identify the necessary qualities in a police applicant."

Response 31 asked for an opinion of what changes in the selection process should occur in the future, that would enhance the selection process.

Many responses were along the same line such as "the
future selection process must focus more on the
personality and behavior characteristics of the
applicant, rather than scores obtained from written
exams."

QUESTIONNAIRE SUMMARY

The questionnaire provided much information about the
confidence level in the selection systems being used by most
law enforcement agencies within the country today. There was
a great deal of confidence in the background, 91.9%, and the
psychological; 77.4% strongly supported it as valuable to
the selection process.

Another area of interest and importance was that, even though
50% strongly supported the presesnt system as dependable, 85%
felt that law enforcement selection processes needed to be
upgraded in areas and changes made in others.

Most wanted more psychological testing; tests based on
personality profiling; tests that would aid in identifying
important qualities and behaviors necessary in a productive
law enforcement officer.

Many of those who responded to the questionnaire believed
that P.O.S.T. should be more involved in the selection
process, making it uniform and more dependable. One response
was , "P.O.S.T. has come a long way toward standardizing the
requirements for police officers in the state. I feel that

even more standardization is necessary at the entry level to get more and better qualified candidates." This person felt there were too many variables among law enforcement agencies. There was strong support for the use of Hi-tech in the testing process, as long as there was personal confrontation (Hi-touch) provided by the personnel interview.

The bottom line was continued research and developoment of new and innovative selection methods for the future.

SUMMARY OF INTERVIEWS

The research included a series of interviews. Interviews were conducted with a U.S. Marine Corp recruiter, a recruiter from IBM Corporation, a Personnel Analyst II from the County of San Bernardino, a police psychologist, and a psychologist from the private sector.

The interviews were structured to determine what selection processes are now being used in the military, private sector and public sector; what instruments are available and what some of the trends are in selection processes of the future. The interviews were to identify selection instruments and systems that could be adapted to enhance law enforcement selection processes in the future.

Interview Summary - Jennifer French, Personnel Analyst II,
San Bernardino County Personnel Department.

The interview was conducted to determine what system is being
used in the selection of entry level law enforcement officers

The interview revealed that the basic educational
requirements are the same as they have been for the past ten
(10) years. There is some dissatisfaction with P.O.S.T.
reading/writing tests, 50% of which is based on written study
material provided to the candidates prior to the test date.
The test and material has not been updated for sometime
(three or more years).

Areas of dissatisfaction are that P.O.S.T. has had a
poor record of turn-around time on the scoring of the
reading/writing test and the over-exposure of the tests.
However the test has had a positive impact on success of
academy students.

The interview revealed that the County is using some
biographical inventories and assessment centers on a limited
basis, and that there is some interest being shown by San
Bernardino County Personnel toward Hi-Tech and the use of
micro-computer administered tests.

Interview Summary - Captain Nalley, Officer Selection
Recruiter, U.S. Marine Corps
During the interview with the Marine recruiter, Captain
Nalley who is assigned to Officer Selection , it was found

that the U.S. Marine Corps was basically using extensive background investigation, conducted over a 12 to 18 month period. They check into moral character and involvement with drugs or alcohol. The background examines educational achievements; recruits must have 2.8 grade point averages.

It was learned that during the background investigation, the recruits are continually being interviewed. Recruits are also given a Armed Services Vocational Aptitude Battery Test in which the candidate must obtain a score of at least 120.

The Marine Corps is not using psychological screening, nor do they use the polygraph on a regular basis. Judgement and common-sense are tested at Officer Candidate School, where they are involved in problem solving situations, while under stress.

The interview revealed that background investigation and Officer Candidate School are the backbone of the Marine Corps selection process. It did not appear that there were plans for changes in the system in the near future.

Interview Summary - Dave Perez , Recruiter, IBM Company

The private sector interview was conducted with Dave Perez, a recruiter for the IBM Company. The interview revealed that IBM Company uses a selection process they call Total Assessment.

It was explained that total assessment examines several areas

of the candidates background and experiences. The
application is first examined, to see if an applicant's
career goals are realistic and if the company can comply with
them. The information obtained includes work history and the
degree of responsibility each candidate has experienced,
along with job related experience. IBM has found that the
application can provide much about a prospective employee.

Another step in the process is to scrutinize the academic
background relevancy and academic achievements. IBM feels
that much can be learned about a candidate from his grade
point average (GPA). They have found that persons with a
high GPA are usually persons who are organized, good time
managers, high achievers and goal oriented.

As part of the assessment, the applicant's personal
achievements are also examined very closely. IBM looks for
candidates who have applied themselves in their personal
lives and have achievements that are commensurate with those
qualities that would be useful in a normal business
environment. IBM feels that important personal achievements
are those that show that the applicant has received various
forms of recognition, which distinguishes an individual's
level of contribution.

Another phase, of IBM's selection process, is a security
check, conducted by a private company. The security company
provides employment verification checks, security checks, and

criminal background investigations. They also check other areas that IBM might deem necessary.

One area of great concern to the IBM Company is finding applicants who have the necessary inter-personal skills. IBM has determined that inter-personal skills are as critical as academic or job related skills. Many individuals often have the intelligence and academic background, but lack people skills. A person without people skills will fail in IBM's environment. IBM recruiters feel that anyone can look good on paper, but the real test for inter-personal skills is the eye-ball to eye-ball confrontation during the personal interview. Inter-personal skills are also manifested in the areas of extra-curricular activities, if the applicant likes people interaction.

The only written test used by IBM is IPAT (Information Processing Aptitude Test), which is used when hiring for a technical position, such as systems engineers and programmers.

IBM is confident that their recruitment efforts are successful, because the company's recruiters are experienced and have been in the business for sometime. Their recruiters understand IBM's desires; they are sensitive and have strong inter-personal communication skills.

When viewing changes that might be occurring in the future with IBM's selection process, it was found that IBM is now in

the process of re-developing a written test. The test will basically measure; intelligence, the effective use of the English language, some vocabulary, analytical assessment, and some math.

In summing up the IBM selection process, it was found to consist of a very thorough background ,conducted by experts, and a structured interviewed. Mr. Perez summed it up with one statement: "Future performance can be predicted by past performance." If there is any way that future performance can be predicted and objectively evaluated, recruiters are going to have a good indicator of how people will perform in the future. based on past performance."

IBM has been considering psychological testing, and recruiters believe that it might be valid in the future.

Interview Summary - Nancy Bohl, Police Psychologist

Nancy Bohl, a psychologist involved with many law enforcement agencies in San Bernardino County, was interviewed. The interview addressed the psychological test now being given to prospective law enforcement officers; P.O.S.T.(Peace Officer Standards and Training) requirements regarding psychological tests; what the psychological tests are designed to accomplish, and if there are tests now, or in the future, that can help identify qualities such as common-sense, motivation and learning abilities.

It was related during the interview that P.O.S.T. controls

19

the areas that must be tested, by providing a list of tests that are P.O.S.T. approved. P.O.S.T. conducted a study which was concluded in December 1984. The study was in compliance with the California Penal Code Section 13510, which required P.O.S.T. to review law enforcement's current job related selection standards.

As a result of the study, P.O.S.T. now requires that applicants be screened to establish emotional suitability. The interview revealed that a hiring authority may select some of their own psychological tests, however, tests must meet P.O.S.T. Standards. It was also ascertained that the P.O.S.T. approved tests are not designed to identify desired qualities that are beneficial, such as common-sense, motivation and the ability to learn.

The present tests are designed to identify an applicant's abnormal aggression levels; or who lack the necessary intelligence needed to make the quick decisions required in law enforcement. The tests also evaluate a candidate's writing skills, I.Q. level and personal health,

Although the present tests are valid, the general belief is that more could be done to improve the selection processes with the aid of additional types of psychological tests.

Interview Summary - Psychologist Robert Fench, PHD, Southern California Institute

Mr. Fench is also the Director of Research for the Southern

20

California Institute located in Brea, California.

After discussing the interest in psychological tests that could identify an applicant's level of common-sense, motivation, loyalty and ability to learn, Mr. Fench related that all of these traits could be identified through psychological testing.

It was learned that the Southern California Institute has developed a personality profile test that can measure fifty-two (52) areas; such as emotional stability, levels of aggression, sociability and maturity. The test is administered on a computer and is computer scored.

The test was developed by conducting hundreds of controlled tests that were completed by a variety of people with a variety of experiences. The test results were then compared with the results of a polygraph examination which was given in conjunction to and compared with the results of the personality profile test. The polygraph results always verified the results of the psychological test.

The test consists of a series of single words that are given a numerical value by the test taker. The test taker then must enter a numerical value for each word as it appears on the computer screen. The value given to each word is based on the degree of bad or good feelings the test taker has about each word.

The test, which takes about 35 minutes to complete, is now being considered by several governmental agencies.

RESOURCES

Through conducted research, it was found that law enforcement managers and others involved in the selection or recruitment processes, although satisfied with most of the phases of the current selection system, feel very strongly about the need for improvement of the current system.

Research reveals that there is much room for improvement and a need for change. The resources and agencies available to implement the needed improvements are as follows.

Psychological Assessment Test

Presently, there are hundreds of psychological assessment tests available and there exists the technological and professional know-how to develop other psychological tests. New tests are needed to improve our present psychological testing system.

Computer Assisted Testing

The cost of converting to computer assisted testing could be defrayed by using pre-existing computer labs at local colleges and universities.

Background Investigations

At present, there are private companies that conduct in-depth background investigations for private firms. These companies have the expertise and personnel to conduct background investigations for law enforcement agencies that do not have the available personnel to conduct their own background investigations.

STAKEHOLDERS

Stakeholders are those organizations and individuals that would be effected by any changes made in Law Enforcement's present entry level selection processes.

1.   Police Managers

     . Chiefs and Sheriffs

2.   P.O.S.T. Commission

3.   City/County Officials

     . City Council/Board of Supervisors

4.   City/County Personnel Managers

5.   Legal community

     . E.E.O.C. (Equal Employment Opportunity Commission)

6   Minority organizations

     . NAACP/ACLU

7.   Law Enforcement Associations/Unions

8.   Law Enforcement psychologists

9.   Educational institutions

     . Colleges and universities

10. Business Communities

     . Chambers of Commerce

The group of stakeholders listed is very general. All
categories listed might also involve other individuals or
organizations not listed.   The stakeholders' concerns will '
be address in broad terms, considering what their concerns
and expectations might be, should any changes be made in the
present selection processes.

1.   POLICE MANAGERS

     Because the selection process is basic to the success of
     all law enforcement agencies, most law enforcement
     managers will have reservations about any new
     approaches or changes in the selection systems.   Law
     Enforcement agencies would be more receptive, if the
     changes are tested and proven to increase the agencies'
     effectiveness in selecting the most capable recruits
     from the available job market and assured that law
     enforcement managers will not lose control over the
     final selection process.

2. P.O.S.T. COMMISSION

P.O.S.T. has been involved in the entry level selection process since 1984. Their involvement is mandated by California Penal Code Section 13510b. There has been much research conducted by P.O.S.T., in the areas of psychological testing and entry level written tests, that evaluate a candidate's reading/writing skills. There could be some likely opposition to any changes that will require the expenditure of additional P.O.S.T. funds. If the costs are minimal and there is political support for reform, P.O.S.T. would be more receptive to changes and increased involvement.

3. CITY/COUNTY OFFICIALS

City councils and boards of supervisors will be concerned with cost and political impact. If it is shown that the changes will provide better law enforcement officers, lessen civil liability claims, and be more productive and sensitive to the needs of the community, local government officials will most likely be supportive of the change in the current systems.

4. CITY/COUNTY PERSONNEL MANAGERS

Personnel managers will basically oppose any changes that will give additional control over the selection process, to other agencies. Gaining support from

personnel managers would be difficult at best.

5. LEGAL COMMUNITY

The legal community will be the group that will contain the most snaildarters; those associations or individuals that are not always considered when making changes, but have the influence that can effect the success or failure of the project.

There will much interest and scrutiny from governmental agencies like EEOC. If the changes are within the legal guidelines and shown to be beneficial, these agencies will accept change.

6. MINORITY ORGANIZATIONS

Minority organizations will most likely be suspicious of any changes made in the law enforcement selection processes. Even if it can be shown that the changes will have less human involvement and be less arbitrary, it will be difficult to gain any support from these organizations.

7. LAW ENFORCEMENT ASSOCIATIONS

Law Enforcement associations will be non-committal. Although there will be interest in any changes being made; as long as the changes do not effect association members directly, there will be little resistance.

8. LAW ENFORCEMENT PSYCHOLOGISTS

Because many of the changes will involve psychological screening of law enforcement applicants, police psychologists will be supportive of any increased use, or improvement, of psychological screening tests. The psychologists will have some concern as to the amount of control that will be imposed, and how much input they will be allowed in the development of the improvements.

9. EDUCATIONAL INSTITUTIONS

Educators, as a group, will only be involved in the changes that include the use of their computer labs, equipment, and expertise in the development and implementation of any proposed improvements or revamping of the law enforcement selection processes.

10. BUSINESS COMMUNITY

Business organizations, such as the chambers of commerce, are important because of the political power they have and the impact their support would have on any proposed changes.

(See Figure 1)
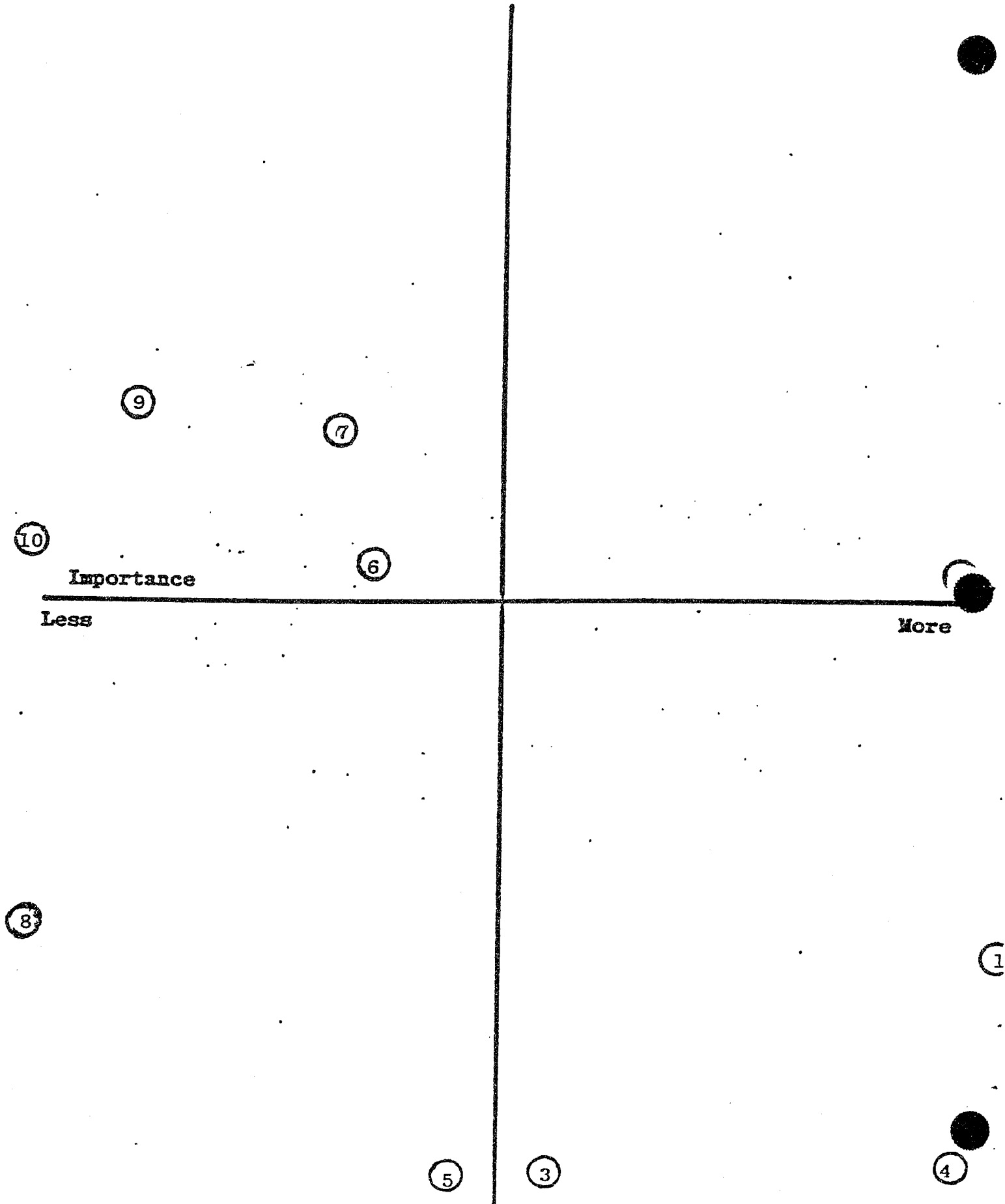
(Figure 1)

TRENDS AND EVENTS:

The Nominal Group Technique (NGT) was used to develop a list of trends and events, that the group felt would effect the changes that might be seen in Law Enforcement selection processes over the next 15 to 20 years.

Trends:

1. Changing Law Enforcement responsibilities
2. Changing job market
3. More legal restrictions on selective process
4. Need for more technological skills
5. Changes in entry level requirements
6. Increasing cost of training.
7. P.O.S.T. control of entry level applicants
8. Loss of local control
9. Private industry involvement (contracting)
10. Decreases in funding.

Events:

1. Changes in types of crimes being committed
2. More competition for fewer qualified people
3. Changes in Federal and State laws
4. Hi-Tech developments
5. Laws requiring psychological screening and minimum reading/writing skills
6. Rising cost of government
7. Tax reforms

TRENDS MONITORED

The group selected four trends that they felt would have the most effect on Law Enforcement selection processes. During the next fifteen (15) years, these trends should be followed and monitored.

A. Legal Restrictions on the Selection Process

Discriminatory selection methods, used by private industry and public agencies over the years, were

instrumental in the passage of the 1964 Civil Rights Act, the subsequent amendment approved in 1972, and the significant increase in the enforcement power of the Equal Employment Opportunity Commission (EEOC). These laws were enacted to protect minorities, women, handicapped, and older persons from discriminatory hiring procedures.

In response to California Penal Code Section 13510b, the Post Commission became involved in the research, development, and implementation of psychological screening for entry level law enforcement applicants.

B. P.O.S.T. Increasing Control Over Entry Level Recruits

Over the years, P.O.S.T. has become more and more involved in the training of law enforcement officers, from the recruit level to middle management. P.O.S.T.'s increasing involvement in the selection processes, used to select entry level law enforcement officers, is being viewed as an ongoing trend.

It is agreed that P.O.S.T. is the most likely agency to create the needed changes that would bring about some uniformity in law enforcement's selection processes in California, over the next 10 or 15 years.

C. Increasing Cost of Training

The past 10 or so years, have brought about tremendous

increases in the costs of training. The major increases
have been in the areas of overtime costs and increased
salaries and benefits. It would help to defray training
costs, if more productive and dedicated officers were
selected. Due to the high turnover rate, law
enforcement agencies are continuously training recruits.

D.   Private Industry Involvement in Law Enforcement

Private Industry is becoming more involved in the
functions of public agencies. They are engaged in
private patrols, inmate custody and criminal
investigation. If the public sector wants to maintain
control over the law enforcement function, law
enforcement will have to become cost effective. The
first step toward becoming cost effective is by
developing a fresh and realistic approach to the
selection process, in light of the increasing costs and
regulations.

(See Figure 2)

TREND FORECAST

Trend One - Legal Restrictions

This trend had a very close will-be and could-be
forecast. It was felt that, with the implementation of
selection systems that would be less discriminatory,
there would be less legal actions taken.

TREND FORECAST

Legal Restrictions · Post Controls · Cost of Training · Private Industry Involvement
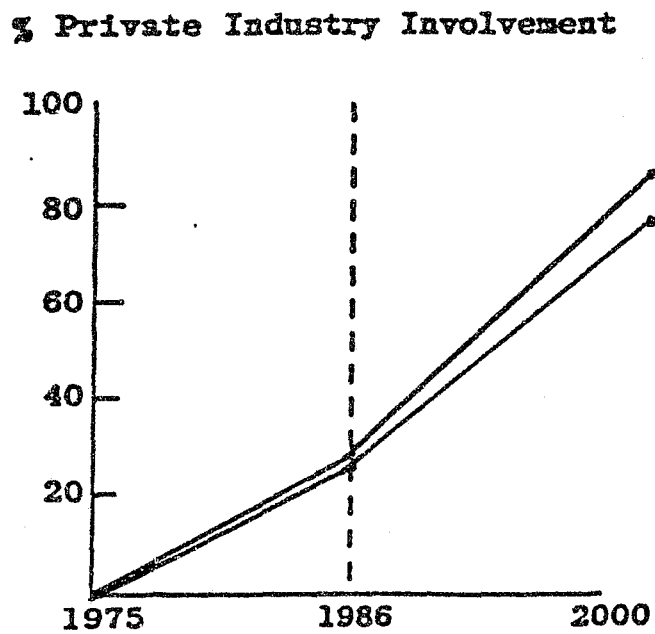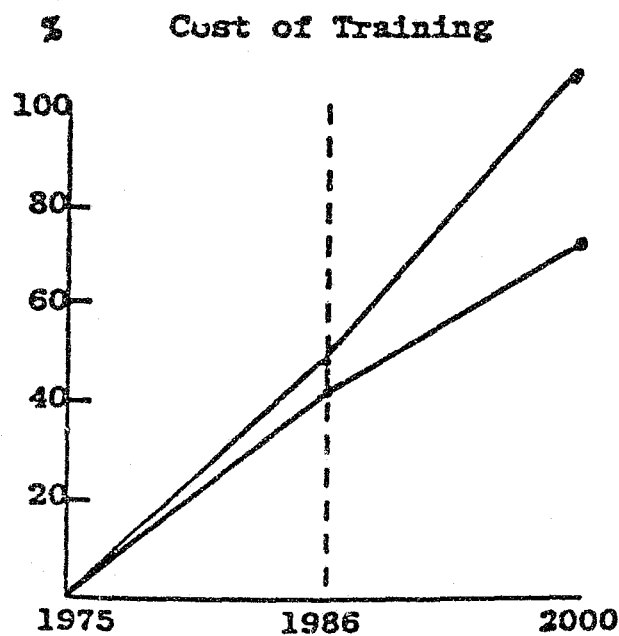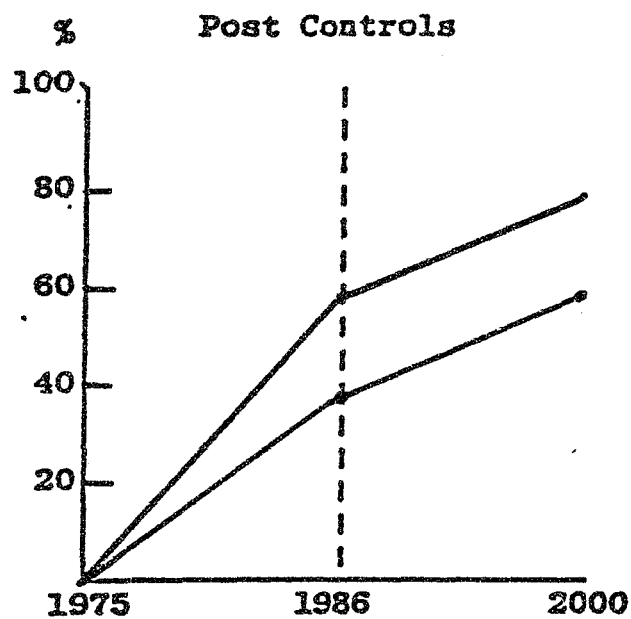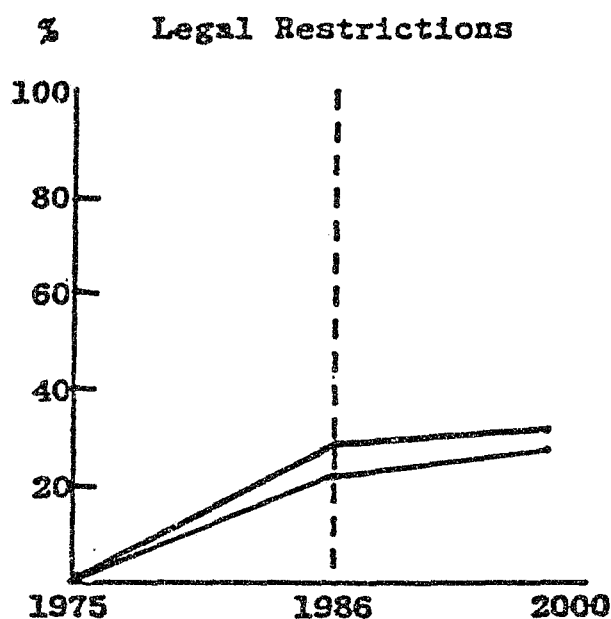
Trend Evaluation
——— = Will be in year 2000
——— = Could be in year 2000

(Figure 2)

Trend Two - P.O.S.T. Control

P.O.S.T. Control will-be and could-be had about a 20% separation. It was felt that there will be an increase in P.O.S.T. involvement of entry level recruits in the future .

Trend Three - Cost of Training

There was a considerable spread between the will-be forecast and the could-be forecast, basically because of the uncertainty of manpower cost and the cost of living increases over the next 5 or 10 years. Although it was felt that new selection processes will have a very positive effect on the cost of training, basically in the decrease in manpower turnover.

Trend Four - Private Industry Involvement

The will-be and could-be forecasts in this area were very close. It was felt by the group that private industry involvement in law enforcement would continue; however, that would not effect the selection process very much.

SCENARIO(S)

The following scenarios were developed from information collected during the research phase of this project and include input from interviews and the use of nominal group technique

January 1st, 2000:   There has been a significant increase in
the number of law suits filed over the past several years
for alleged violations of State and Federal regulations, due
to the failure of numerous local agencies to use approved and
uniform selection processes for entry level law enforcement
officers.

P.O.S.T. (Peace Officer's Standards and Training)
received a new mandate from the California Legislators,
which allows P.O.S.T. to go beyond the minimum
standards involving physical, mental and moral fitness.
Established in 1984, by the Penal Code sections 13510a. and
13510b, P.O.S.T. was required to set minimum standards
for vision, hearing, physical ability and emotional
stability.

The new mandate gives the P.O.S.T. Commission authority to
establish rules, requiring all law enforcement agencies in
California to only use tests developed and approved by the
P.O.S.T. Commission.   Tests will be administered in the order
deemed to be the most effective.   P.O.S.T. will establish
the required areas that are to be covered in the background
investigation, including, school records, grades (GPA),
contact with past employers, neighbors, and social groups,
with whom a candidate is, or was, associated.

P.O.S.T. will also set rules governing oral interviews,

written tests, and physical requirement testing. P.O.S.T.'s

new psychological test will, not only identify candidates

that are not suited for law enforcement, but, by the use of

new technology, candidates will be screened by using new

Behavior Based Selection Methods. These selection techniques

allow applicants to perform activitites that actually

parallel activities that they will perform on the job.

The tests will be conducted at P.O.S.T. controlled and

operated Regional Selection Center(s). Each test will be

administered and scored by computers that enable P.O.S.T.

to process large numbers of applicants. Each successful

candidate will be given a eligibility score, enabling each

one to apply at any law enforcement agency in

California. Tests will no longer be administered at the

local agency level.

Policy questions that come to light with Scenario A are:

. What real benefit would a State controlled system
   provide

. Would the loyalty of officers to their agencies be
   effected if the agencies lost some control over their
   own selection processes.

. What benefits would be gained by local agencies and
   communities

. What would be the benefit to the candidates.

Scenario B

January 1st, 2000: Because of the increased cost of local

government; increases in civil law suits filed against

local governments for alleged violations of State and Federal

regulations, brought about by the selection processes used

by local governments, and unaffordability of the liability

insurance necessary to protect them against large cash

settlements, many small public agencies are turning over

their selection processes to private contractors. There has

been an increase in the number of private companies becoming

involved in the selection of entry level law enforcement

officers.

Local government officials have stated that since, the onset

of using private companies for employee selection, the

number of law suits for violations of EEOC regulations have

decreased, and, as a result, they are now paying less for

their liability insurance.

Policy questions posed:

>   .   Will the lower cost of using private companies

             out-weigh the loss of total control.

>   .   Will private providers be informed and will they keep

             updated with changes in the job and the needed skills

             of entry level recruits

Scenario C

There have been recent changes in the selection processes
being used in California to select entry level law
enforcement officers. The changes were mandated by the
California Legislature. The new legislation sets additional
guidelines for both the P.O.S.T. Commission (Peace Officer
Standards and Training) and local personnel departments and
law enforcement agencies.

The laws, which are not totally new, are a continuation of a
trend that started in the early 1980's, with the introduction
of minimum standards set by P.O.S.T. in response to
California Penal Code Section 13510b. This recent change
requires P.O.S.T. to update its psychological screening,
to include new and innovative behavior base tests.

P.O.S.T. will also be adding more computer assisted testing
to the selection processes. This will enable P.O.S.T. to
handle law enforcement applicants at the Regional Testing
Center in a more timely fashion.

The modified regulations require local agencies to follow
new guidelines in the areas that are to be dealt with, how
tests will be administered, and the experience and training
that background investigators will be required to possess.
P.O.S.T. will also provided new guidelines for local
agencies in the use of oral interviews.

When asked about the new changes, one local law enforcement

manager stated, "As the types of services provided by local

and State agencies become more complex, selection processes

must be updated to give us the ability to select from the job

market the most capable employees available."

Policy Questions posed:

. Can local agencies accept some loss of control over

their selection process.

. Will P.O.S.T. be able to handle increase involvement

in the selection process.

. Will P.O.S.T. or local agencies pay the additional

cost of the more in-depth selection process.

MISSION

Upgrade the quality of the entry level law enforcement recruit, by upgrading the selection processes now in use by most law enforcement agencies, for employment of new personnel.

If the goal to upgrade the quality of officers entering law enforcement is to be met, law enforcement recruiters will have to develop a plan to upgrade the current selection process. The planned objectives to be met by suggested changes in the selection process will consist of the following :

- . Improve the retention rate of tenured officers
- . Increase the productivity level of officers
- . Improve police community relations
- . Decrease medical retirements
- . Decrease the possibility of discrimination or legal action

The plan will improve the selection systems by updating tests; rearranging the order in which tests are given; change the purpose of the psychological test, and suggest areas that should be covered in the background investigation.

EXECUTION (STRATEGIES)

To accomplish the goals and objectives of this project, there
are several areas that must be addressed: What are selection
tests designed to accomplish, and what should the total
process accomplish.

Tests must be designed, not only to disqualify those
applicants that are unsuitable for a law enforcement
profession but also to identify the recruits that are. This
can be accomplished by increasing and updating the
psychological screening tests required by P.O.S.T., and
adding tests that can identify common-sense, ability to
learn, motivation, and people skills, traits which can be
indentified by using personality profiling and other type of
behavior based screening tests.

Since the psychological screening test disqualifies so many
candidates, it should be the first phase of testing. After
review and approval of the application, the psychological
should be incorporated with the reading/writing comprehension
test, and administered at a P.O.S.T. approved testing center.
The psychological phase might include direct interaction by
by the candidates with a microprocessor via the keyboard.

At the completion of the psychological test, a computer
printout will be provided, which will indicate important
aspects of the attributes being measured, e.q. common-sense,

ability to learn, motivation, people skills, and emotional suitability. At the completion of the computer aided and computer scored test, the candidate will be given a numerical score, which can then be transferred, or made available, to the local agency where the candidate applied.

The second area that is not utilized to its fullest by many agencies is the background investigation. The background investigation is used extensively by the military and private industry. This technique is considered by many recruiters and law enforcement managers to be the most reliable phase of the selection process. The support is based on the theoretical belief that a person's past performance will determine future performance.

Mandated changes in the background investigation will consist of the use of investigator trainers. In the background investigation, P.O.S.T. will mandate areas that require investigating;, such as school records, including G.P.A. (Candidates must have at least a 2.0 GPA). Personal contact must be made with previous employers, thorough record checks conducted, and a polygraph examination administered.

The third area of change is the oral interview. The interview should be the final process, prior to an applicant being hired. The interview is useful for evaluating communication skills. Although the interview remains the key selection instrument for most public organizations, it remains to be a very imperfect measure. One study revealed

that despite efforts recommended by every modern guide to "successful" interviewing, the interviewers were unable to predict job performance.

In light of the changing complexity of the job market and society, greater attention must be paid to the abilities of prospective employees, to assure that they will be able to adapt to the changing environment.

ADMINISTRATION AND LOGISTICS

Any changes in the P.O.S.T. selection standards will effect
enforcement agencies and governmental entities as well as
private organizations. It will be critical to the success of
any new selection program to have the support and
committment of the following agencies and organizations.

. The law enforcement managers and their staffs must
understand the recommended changes and vigorously
support them

. The approval and support of the P.O.S.T. Commission '
will be necessary, as P.O.S.T. is the most likely
agency to administer and oversee any changes in the
selection processes.

. City and County personnel directors must support
the modernization of the selection system,
specifically, it must be a part of the planning,
development and implementation for change.

. The support of organizations that protect minority
rights must understand the proposed changes and
benefits; so as to lessen the degree of
misunderstanding that might develop. Minority
organizations should be conferred with and allowed
to address any concerns that may develop.

PLANNING SYSTEM

It will be important to the development and successful implementation of the needed changes to have a planning system that will allow constant input of the involved stakeholders. The system must have the flexibility that would allow periodic review and updating.

The group felt that the case analysis method would best fit the needs of the project. The first step of the plan would be the appointment of a committee comprised of representatives of law enforcement management, psychologists, and city/county personnel departments.

Using the case analysis method , they would study each of the phases of the law enforcement selection process, identifying their usefulness in measuring the needed skills and traits for success in the law enforcement profession.

Using the results, the committee would decide the appropriate changes in the tests and systems used to administer and score them. The committee would be charged with the periodic review and update of the system on a yearly basis.

IMPLEMENTATION PLAN

Although the idea of improving the selection process would seem like something that would be supported by all involved, the actual task, because of the political concerns, will demand strong negotiation style to assure the successful accomplishment of the project mission. Therefore, the negotiation style of win/win approach will be utilized.

The P.O.S.T. Commission will be the organization in control of the implementation.

Points of Negotiation

1. Acceptance of input from all local agencies and interested stakeholders

2. Willingness to allow law enforcement managers to have the final say on who they will hire.

3. Allow local city/county personnel directors to maintain control over some phase of the process, such as acceptance and review of application

Non Negotiable Points:

1. Final choice of test or system to be used.

2. The right to disqualify candidates that do not meet standards

3. The right to update and change the process as needed.

Points of Compromise

1. Allow a system of appeal on chosen test.

2. Right of appeal of disqualified candidate.

3. Appeal Board to review contested charges.

TRANSITIONAL MANAGEMENT PLAN

CRITICAL MASS:

Changes in the selection process will involve many agencies.
The critical mass will consist of the persons, organizations,
and/or groups, previously identified as those who, by their
position in the critical mass, can decide the success or
failure of the proposed improvements.

A.   P.O.S.T. Commission

P.O.S.T., because of their authority and responsibility,'
will be able to block any proposed changes in this area.
P.O.S.T. must be involved and direct the project.

1.   Present Level of Commitment:

Due to the cost that could be involved in
implementing/administering changes in the selection
processes, P.O.S.T. will most likely wait to see
what kind of support or resistance will come from
the proposals from law makers. Their position most
likely will take a "Let change happen."

2.   Needed level of Commitment:

If the program is ever to be implemented and have
a chance of success, it must have a commitment
level of "make change happen."

To gain the critically needed support from the
P.O.S.T. Commission, we must have the support of key
law enforcement managers and State and local
legislators.

B. Law Enforcement Managers

Law Enforcement Managers are the most important
individuals in the critical mass. Law enforcement
managers have a vested interest in the selection
process; the success or failure of any of their
officers or programs will reflect directly on them.

1. Present Level of Commitment

Based on the presumption that law enforcement
managers will be concerned with some loss of control
over their selection systems, they will most likely
take a less involved stand; let change happen.

2. Needed Level of Commitment

If this program is to succeed, it will need the
strong support of most law enforcement managers.
Their support is needed to bring others in the
critical mass in a more supportive mode. Their
needed level of support must be at least "help
change happen."

Approach:

To gain the necessary commitment from the law
enforcement managers, they have to understand what

the benefits are, have input in the program design,
and realize that they will remain with the final
word as to who is hired.

C.   City/County Personnel Managers

Personnel managers, because of their present involvement
in the selection processes, are important to the
program's development and implementation.   There will be
much concern with any additional loss of control over
the law enforcement selection process.

1.   Present Level of Commitment:

Due to personnel managers' concerns over any loss of
control over the present selection process, the
personnel managers will most likely take a "Block
change" stance.

2.   Needed Level of Commitment

The program would have a difficult time with
implementation if personnel managers are resisting
the program.   They would be able to put pressure on
state/local officials.   Their level of commitment
must be at least "Let change happen."

Approach

To increase the commitment level of personnel
managers, they must be totally involved in the
planning, development and implementation of the
program.

D. City/County Officials

City/County Officials are important because of the
needed political influence they have and the positive
effect their support will have on the project's success.

1. Present and Needed Level of Commitment

The City/County officials' commitment level, because
of the positive aspects and potential benefits of
the program, is "let change happen." This level of
commitment will be adequate for the development of
the program.

E. Legal Community

The legal community will not be a problem, if the
changes are made within the law, protect minorities,
and lessen the chance of discrimination.

1. Present and Needed Level of Commitment

The legal community will be interested in any
changes made. If the changes made are legal and
beneficial to all applicants, their committment
level will be at the needed level of "Let change
happen."

F. Minority Organizations

Because they will have limited input into the
selection process changes, they most likely will be

suspicious of any changes suggested in the selection
processes.

1. Present Level of Commitment

    Because of their suspicions and limited involvement
    with change, their present level of commitment will
    be "block change".

2. Needed Level of Commitment

    Due to the political pressure that minority
    organizations generate, it would be beneficial to
    have the level of commitment raised to "Let change
    happen."

    Approach

    Because of the importance of not having resistance
    from politically influential groups, efforts should
    be made to encourage any interested organizations
    to review and make suggestions, regarding the
    proposed changes.

G. Law Enforcement Associations

    Law Enforcement associations will not be interested in
    change, if it does not effect current members. Their
    strong political influence would be beneficial to the
    success of the program.

    1. Present and Needed Level of Commitment

        Due to their political influence, their present
        level of "let change happen" is also the needed
        level of their commitment.

H. Law Enforcement Psychologists

    Psychologists are needed supporters because of their
    expertise in the area of the greatest change and needed
    involvement into its development and implementation.

    1. Present and Needed Level of Commitment

        Because of their involvement and support of the
        needed improvements in the system, their level of
        committment will be "help change happen."

I. Educational Institutions

    They can be of service to the program by allowing law
    enforcement to utilize existing computer labs to
    administer entry level examinations, and by the positive
    benefit of their political support.

    1. Present and Needed Level of Commitment

        The educational institutions present and needed
        level of commitment will be "let change happen."

J. Business Communities

    Business communities can provide much positive political
    influence and local support. Their support would be
    important to the success of the program.

    1. Present and Needed Level of Commitment

        Due to their desire for responsible and productive
        law enforcement, the business communities' present
        and needed level of commitment will be "let change
        happen."   (See Figure 3)

COMMITMENT PLANNING CHART

Actors in Critical Mass	Block Change	TYPE OF COMMITMENT		
		Let Change Happen	Help Change Happen	Make Change Happen
Law Enforcement		O----------X		
P.O.S.T. Commission		O----------------------X		
City/County Officials		O-X		
City/County Personnel Managers	O----------X			
Legal Community		OX		
Minority Organizations	O----------X			
Law Enforcement Associations/Unions		O-X		
Law Enforcement psychologists			O-X	
Educational Institutions		O-X		
Business Communities		O-X		

O - Individual presently stands

x - Where you need individual if change is to occur

(Figure 3)

MANAGEMENT STRUCTURE

The implementation of the project development will not be too difficult, if the present management and research structure that is already in place at P.O.S.T. were utilized. These systems will expedite the implementation of the plan.

It will be necessary for the P.O.S.T. Commission to appoint a transitional manager and a committee, consisting of representatives from some of the Stakeholder groups, i.e. law enforcement management, personnel managers, psychologists involved with law enforcement selection process and a representative from the legal and business communities.

. The Project Manager will assume the over-all responsibility of setting up committee meetings and agendas:

. He will keep the P.O.S.T. Commission advised of the Committee's progress.

. The assignment of committee members to set up suggested test sites.

. The testing of proposed tests and experimental computer programs.

. He will establish an information network that will keep interested stakeholders advised of the progress and present the committee with the stakeholders concerned.

TECHNOLOGIES

Because the changes being considered will involve the use of computers and computer programs, the following will be necessary to insure the effective implementation of the Transition Plan.

1. ### Problem Solving

    In order to keep the program moving forward, there must be technicians available to address any problems that may occur with the technical equipment (computers and computer programs). The committee will handle other problems as they arise.

2. ### Planning

    The planning shall also be done by the committee. It will assist the project manager, work out schedules, and set target dates for completion of each phase of the project; as well as setting the committee goals and objects

3. ### Feedback

    There must be a ongoing system throughout the project, that will continuously evaluate the scheduled progress of the plan. This can be accomplished by feedback through the Project Manager to and from the committee and interested stakeholders

4. Experimental Testing

    As each change is completed, the phase will first
    be used as an experimental model. Results will be
    compared with other established systems. Once all
    the problems have been worked out, the model will be
    ready for implementation.

5. Reviewing and Updating

    After final implementation of all the different
    phases of the plan, the committee will meet yearly
    to review and update the system's progress. This
    phase of the plan will insure that all of California
    Law Enforcement agencies are getting full benefit
    from the most up-to-date selection technology
    available.

APPENDIX

REFERENCES

QUESTIONNAIRE

QUESTIONNAIRE RESULTS

INTERVIEW SUMMARIES

    Jennifer French
    Personnel Analyst II
    San Bernardino County Personnel Department

    Dave Perez
    Recruiter
    IBM Company

    Nancy Bohl
    Police Psychologist
    San Bernardino County

    Robert Fench,P.H.D.
    Psychologist
    Southern California Institute

Southern California Institute Personality Profile Test

REFERENCES

1. AUTHOR: C.R. Bartol
    ARTICLE: Psychological Characteristics of a Small Town
                Police Officer
    PUBLICATION: Journal of Police Science and
                  Administration,   March 1982

2. AUTHOR: A.L. McGee/M.E. Deen
    ARTICLE: Utilizing the Assessment Center to Select
                Police Officers for the Ocala Florida Police
                Department, August 1979

3. AUTHOR: L.H.   Chusmie
    ARTICLE: Motivational Need Pattern for Police Officers
    PUBLICATION: Journal of Police Science and
                  Administration, June 1984

4. AUTHOR: S. Gettinger
    ARTICLE: Psychological Testing of Recruits
    PUBLICATION: Police Magazine, March 1981

5. AUTHOR: H.A. Katz
    ARTICLE: Minimum Reading & Writing Proficiency
                Standards for the Police Applicant.
    PUBLICATION: Police Chief,   October 1978

6. AUTHOR: L.T. Francis, Sr.
    ARTICLE: Assessment Centers in Police Selection
    PUBLICATION: Texas Police Journal, May 1975

7. AUTHOR: Joyce D. Ross
    ARTICLE: Trends in Personnel Selection, New Hope for
                the Future

    PUBLICATION: Midwest Review of Public Administration,
                  June 1979

8. AUTHOR: Kathleen McChesney
    ARTICLE: Law Enforcement Recruiting
    PUBLICATION: F.B.I. Bulletin, January 1986

9. P.O.S.T. Psychological Screening Manual, December 1984

10. AUTHOR: Anonymous (Journal Paper)
    ARTICLE: Finding the High Performance Employee
    PUBLICATION: Security Management, November 1985

11. AUTHOR: Betsy Gibson
    ARTICLE: At Lanier, a Recruits' Past Determines his
                Future
    PUBLICATION: Sale and Marketing Management, August 1984

12.   AUTHOR: Chris Lewis
      ARTICLE: What's New in Selection
      PUBLICATION: Personnel Management, January 1984

13.   AUTHOR: Eileen Herzberg
      ARTICLE: The People Factor
      PUBLICATION: Chief Executive, March 1985

14.   AUTHOR: David Guest
      ARTICLE: What's New in Selection
      PUBLICATION: Personnel Management, January 1984

1.	96.8%	3.2%	0.0%	0.0%	0.0%	100.0%
2.	58.1%	41.9%	0.0%	0.0%	0.0%	100.0%
3.	75.8%	24.2%	0.0%	0.0%	0.0%	100.0%
4.	96.8%	3.2%	0.0%	0.0%	0.0%	100.0%
5.	75.8%	24.2%	0.0%	0.0%	0.0%	100.0%
6.	8.1%	25.8%	25.8%	30.6%	9.7%	100.0%
7.	4.8%	19.4%	30.6%	33.9%	11.3%	100.0%
8.	0.0%	3.2%	11.3%	59.7%	25.8%	100.0%
9.	1.6%	12.9%	43.5%	33.9%	8.1%	100.0%
10.	6.5%	3.2%	35.5%	35.5%	19.4%	100.0%
11.	0.0%	8.1%	21.0%	45.2%	25.8%	100.0%
12.	1.6%	1.6%	19.4%	51.6%	25.8%	100.0%
13.	0.0%	1.6%	6.5%	37.1%	54.8%	100.0%
14.	8.1%	19.4%	21.0%	41.9%	9.7%	100.0%
15.	0.0%	4.8%	17.7%	50.0%	27.4%	100.0%
16.	0.0%	1.6%	14.5%	61.3%	22.6%	100.0%
17.	0.0%	8.1%	22.6%	58.1%	11.3%	100.0%
18.	19.4%	27.4%	38.7%	11.3%	3.2%	100.0%
19.	4.8%	11.3%	19.4%	50.0%	14.5%	100.0%
20.	0.0%	11.3%	6.5%	41.9%	40.3%	100.0%
21.	11.3%	14.5%	33.9%	30.6%	9.7%	100.0%
22.	33.9%	33.9%	25.8%	6.5%	0.0%	100.0%
23.	3.2%	6.5%	32.3%	48.4%	9.7%	100.0%
24.	0.0%	8.1%	9.7%	32.3%	50.0%	100.0%
25.	1.6%	3.2%	19.4%	59.7%	16.1%	100.0%
26.	9.7%	27.4%	32.3%	29.0%	1.6%	100.0%
27.	3.2%	11.3%	24.2%	43.5%	17.7%	100.0%
28.	3.2%	4.8%	14.5%	46.8%	30.6%	100.0%

12.   AUTHOR: Chris Lewis
      ARTICLE: What's New in Selection
      PUBLICATION: Personnel Management, January 1984

13.   AUTHOR: Eileen Herzberg
      ARTICLE: The People Factor
      PUBLICATION: Chief Executive, March 1985

14.   AUTHOR: David Guest
      ARTICLE: What's New in Selection
      PUBLICATION: Personnel Management, January 1984

1.	96.8%	3.2%	0.0%	0.0%	0.0%	100.0%
2.	58.1%	41.9%	0.0%	0.0%	0.0%	100.0%
3.	75.8%	24.2%	0.0%	0.0%	0.0%	100.0%
4.	96.8%	3.2%	0.0%	0.0%	0.0%	100.0%
5.	75.8%	24.2%	0.0%	0.0%	0.0%	100.0%
6.	8.1%	25.8%	25.8%	30.6%	9.7%	100.0%
7.	4.8%	19.4%	30.6%	33.9%	11.3%	100.0%
8.	0.0%	3.2%	11.3%	59.7%	25.8%	100.0%
9.	1.6%	12.9%	43.5%	33.9%	8.1%	100.0%
10.	6.5%	3.2%	35.5%	35.5%	19.4%	100.0%
11.	0.0%	8.1%	21.0%	45.2%	25.8%	100.0%
12.	1.6%	1.6%	19.4%	51.6%	25.8%	100.0%
13.	0.0%	1.6%	6.5%	37.1%	54.8%	100.0%
14.	8.1%	19.4%	21.0%	41.9%	9.7%	100.0%
15.	0.0%	4.8%	17.7%	50.0%	27.4%	100.0%
16.	0.0%	1.6%	14.5%	61.3%	22.6%	100.0%
17.	0.0%	8.1%	22.6%	58.1%	11.3%	100.0%
18.	19.4%	27.4%	38.7%	11.3%	3.2%	100.0%
19.	4.8%	11.3%	19.4%	50.0%	14.5%	100.0%
20.	0.0%	11.3%	6.5%	41.9%	40.3%	100.0%
21.	11.3%	14.5%	33.9%	30.6%	9.7%	100.0%
22.	33.9%	33.9%	25.8%	6.5%	0.0%	100.0%
23.	3.2%	6.5%	32.3%	48.4%	9.7%	100.0%
24.	0.0%	8.1%	9.7%	32.3%	50.0%	100.0%
25.	1.6%	3.2%	19.4%	59.7%	16.1%	100.0%
26.	9.7%	27.4%	32.3%	29.0%	1.6%	100.0%
27.	3.2%	11.3%	24.2%	43.5%	17.7%	100.0%
28.	3.2%	4.8%	14.5%	46.8%	30.6%	100.0%

Please answer the following six (6) questions Yes or No, by marking your answer in the appropriate blank to the right, at the end of each question. Additional comments optional. COLUMN TO THE FAR RIGHT FOR SCORING. DO NOT USE.

1. Do you believe that there is a correlation between successful law enforcement agencies and the selection processes they use?   Yes____ No____   1._____

    Comments:_____
    _____
    _____

2. Do you think that the selection processes used today allow the candidate to demonstrate skills needed in the law enforcement profession?   Yes____ No____   2._____

    Comments:_____
    _____
    _____

3. Should Hi Tech developments in areas, such as communications, weapons and investigative aids impact the traits and qualities sought in a law enforcement recruit of the future?   Yes____ No____   3._____

    Comments:_____
    _____
    _____

4. Do you think that law enforcement should consider behavioral based selection methods which emphasize the assessment of candidates' loyalty, initiative and reasoning ability (common-sense)?
                                        Yes____ No____   4._____

    Comments:_____
    _____
    _____

5. Law Enforcement has been successfully using computers as crime fighting aids for many years. Do you believe that law enforcement should consider computer assisted testing for the selection of new recruits in the future.?   Yes____ No____   5._____

    Comments:_____
    _____
    _____

The following seven (7) questions are to be answered on the scale numbered 1 to 5. One being the least and five being the most. COLUMN TO THE FAR RIGHT FOR SCORING. DO NOT USE.

6. Rate the effectiveness of assessment centers in the selection and evaluation of police recruits.

6._____

```
 1    2    3    4    5
```

7. Rate your satisfaction with your department's present methods of selection and evaluation of police recruits.

7._____

```
 1    2    3    4    5
```

8. Law Enforcement agencies today need to update the selection process. Indicate the degree to which this statement is valid.

8._____

```
 1    2    3    4    5
```

9. Rate each of the following selection methods as to your confidence in each, as a tool in selecting qualified law enforcement personnel.

Written Examination

9._____

```
 1    2    3    4    5
```

Polygraph Examination

10._____

```
 1    2    3    4    5
```

Oral Interview

11._____

```
 1    2    3    4    5
```

Psychological Examination

12._____

```
 1    2    3    4    5
```

Background Investigation

13._____

```
 1    2    3    4    5
```

Assessment Centers

14._____

```
 1    2    3    4    5
```

10. Rate the correlation between successful law enforcement and the selection process.

15._____

```
 1    2    3    4    5
```

11 Law Enforcement agencies today need to update the selection process. Indicate the degree to which this statement is valid

16._____

```
 1    2    3    4    5
```

12. Indicate to what degree you believe is the usefulness of each the following selection methods in identifying the critical traits of initiative, loyalty and common sense.

(a) Initiative

Oral

| 1 | 2 | 3 | 4 | 5 |

17._____

Written

| 1 | 2 | 3 | 4 | 5 |

18._____

Psychological

| 1 | 2 | 3 | 4 | 5 |

19._____

Background

| 1 | 2 | 3 | 4 | 5 |

20._____

(b) Loyalty

Oral

| 1 | 2 | 3 | 4 | 5 |

21._____

Written

| 1 | 2 | 3 | 4 | 5 |

22._____

Psychological

| 1 | 2 | 3 | 4 | 5 |

23_____

Background

| 1 | 2 | 3 | 4 | 5 |

24._____

(c) Judgement

Oral

| 1 | 2 | 3 | 4 | 5 |

25._____

Written

| 1 | 2 | 3 | 4 | 5 |

26._____

Psychological

| 1 | 2 | 3 | 4 | 5 |

27._____

Background

| 1 | 2 | 3 | 4 | 5 |

28._____

3

The last three questions, require a written response. Make
your answer as futuristic as possible.

13. What minimum basic skills, qualities, and behaviors does
     a police applicant need to possess?

                                                              29. _____

14. What is the most effective way to identify these
     qualities in a testing process?

                                                              30. _____

14. In your estimation, what changes in the selection
     process should occur in the future (the year 2000),
     to enhance the selection of qualified law enforcement
     officers

                                                              31. _____

February 14, 19867   Charles J. Sodaro, Captain

March 13, 1986
Jennifer French - Personnel Analyst, S.B.Co. Personnel

Jennifer French was asked what changes she expects to see by
the year 2000, and will there be an ample number of qualified
applicants to select from.

She said that she has seen some declines in the skill levels
that are "frightening" in terms of prospects for the future.
"Over the years, we thought clerks were a dime a dozen, and
that we would always be able to hire all we wanted," but the
County is beginning to see a shortage of qualified, skilled
clerical support personnel." They are experiencing difficulty
recruiting good people, who can pass the examine, and who can
spell and file. It is unknown if this is an indication of
the present educational standards. If this is so, we will be
experiencing problems recruiting future qualified applicants.

She was asked about the area of law enforcement. She said a
lot of areas will be affected, including entry level peace
officers. The County is not looking for advanced degrees
but ,according to P.O.S.T standards, a minimum of highschool
education or GED is required. P.O.S.T.has further developed
reading/writing tests which are now in use. A concern
existed in the academy that recruits did not have the basic
skills to get them through the academic portion of academy
training.

She was asked if reading/writing skills could be enhanced
with proper training. She said they could be improved upon.
However, the bottom ten percent (10%) of those who pass the
written examination are highschool graduates(or GED), who are
reading at 4th or 5th grade level . These people would
require an intensive remedial training program just to bring
them up to a level where they could be successful in the
academy.

She was asked the importance of writing and reading
comprehension at the entrance level. She said this was
clearly demonstrated by P.O.S.T. by making sure that all
peace officer candidates, at the entry level, are tested for
those basic skills.

Other than the reading comprehension and writing skills, she
was asked what the presesnt written test is designed to
identify. "It taps a little on the motivational factor."
About 50% of the examination is based on written study
materials provided to the candidates prior to the test date.
They must read, study and learn the material, which,
according to Ms. French , "..was taken three or four years
ago from materials used in the County Sheriff's academy."

Regarding the oral interview, she said County Personnel
interfaces with the department in terms of the content of the

1.

oral questions and the dimensions that will be rated. The
major component in the oral examination is verbal
communication skills. The candidates must express themselves
well enough to be effective as peace officers.

She was asked to name some favorable qualities we look for in
an employee,such as loyalty, and if we are looking for the
same basic things in everybody. She said, although there are
some commonalities, she would have a hard time talking about
knowledges, skills, or abilities that all employees have to
have.

She added, as to the kinds of qualities that transcend all
classifications - Loyalty, "I don't know how you could ever
test for it. If you don't have that they're not going to be
very valuable to you."

When asked if motivation can be identified, Mrs. French
suggested some of the assessment center exercises afford an
opportunity to see this quality. For example "In-baskets",
for the Marshall sergeant's examination. A candidate will
look at a piece of correspondence in the in-basket, clearly
something a sergeant should handle; some candidates reassign
twenty (20) pieces of work, to either a supervisory or a sub-
ordinate employee. A pattern of unwillingness to make a
decision or take responsibility can be seen.

She was asked if County Personnel used assessment centers to
select personnel for any other County department.

She said County Personnel conducts assessment centers for the
selection of Marshall/Sergeant only. It is a one day
assessment center, and is conducted every other year. She
added that the cost of entry level assessment centers is
enormous, especially when hiring more than a handful.

The Marshall's staff gets involved in the actual
administration of the exercises, helping it work because of
logistics, i.e. the candidates and assessors being in the
right places at the right times. She added that on a master
schedule for entry level positions , a department could cut
costs considerably by using all their own staff.

She was asked to elaborate on the P.O.S.T. approved written
tests given entrance level applicants.

Mrs. French stated this was quite new and started about 3 or
4 years ago. P.O.S.T. did a good deal of research, studying
the entry level peace officer positions.

P.O.S.T. determined that reading/writing skills were a
serious problem and a major reason for failure in the
academy. P.O.S.T. developed testing, which all jurisdictions

2

use.   There are problems with the tests; as P.O.S.T insists
on scoring them, and "they have a real bad record on turn-
around time."   According to Mrs. French, these delays are
"intollerable.."   The loss of autonomy is an issue.   The
County does not want to be in a position of having to use a
test everybody else is using.   Their concern is exposure.
"The over exposure is a tremendous liability... ...pretty
soon it's not going to be a test... the test scores aren't
going to have any meaning."

She added that when P.O.S.T started with the reading/writing
test, people in the personnel staffs in many counties, cities
and state, thought it might be beneficial.   With P.O.S.T
developing the tests and strongly recommending that all entry
level law enforcement applicants compete and pass, it was
anticipated by many personnel departments that P.O.S.T would
maintain a test score for each candidate.   That candidate
would come to any jurisdiction with a certificate stating
basically, " I passed the P.O.S.T test.   I can read and write
at the level the State wants me to.."

The major deficiency seems to be getting back scores and
the program being handled as it should.   P.O.S.T decided well
into the project that they did not want to be a clearing
house for score information.   Instead, they would allow
candidates to take the tests offered by the various
juridsictions.

According to Mrs. French, P.O.S.T feels that they have gotten
very involved, However she questions what they have actually
accomplished.   She attended a P.O.S.T Commission symposium in
July.

P.O.S.T. findings were that their reading/writing test had
had positive impact on the reading/writing ability of all
academy candidates, both those that tested through P.O.S.T,
opposed to those selected on an equivalent test by a
juridsiction that did not participate in the P.O.S.T
testing,(which included San Bernardino County).

Given that they had improved reading/writing levels of all
academy graduates, they felt they had met their mission, and
therefore basically recommended that they just maintain the
status for those who wanted to use it.   As long as reading
and writing was tested (by some other test), there would be
no problem with a juridsiction using its own tests.

I asked what her level of confidence was in law enforcement's
over-all testing, and if it identifies and accomplishes the
County's selection goals.   She said it is clearly intended to
identify ability to communicate verbally.   That's what it
does best, rather than giving much insight into initiative,
attitudes, honesty, and stability.   It clearly allows
assessment of verbal communication skills. Beyond that, she

is not extremely confident that it measures much else.

Recently, County personnel raised the passing point on the written, in response to the the department's psychologist having failed some people on the psychological administered reading/writing tests. The department's psychologist felt some applicants did not have the ability to do the job, even though they passed County's Personnel tests.

I asked how she would feel about a personality profile that would identify the qualities of a good police officer or a good employee. She said the psychological screening evaluation ought to get some information in this area. Also the background, if done thoroughly, supplies a lot of this type of information . She added that over the years she has seen a decline in motivation and willingness to work hard, the willingness to give a little bit extra", adding that her personal observations were that there is a decline in loyalty.

I asked what improvements in the selection process would she like to see in the future. She would like to do some work on the reading and writing portion of the exam. Primarily to demonstrate, for the County's own protection, should P.O.S.T make their own test mandatory in the future, that the County's test does measure reading/writing ability. She would also like to refine that section based on research.

She said she would like to see BIOGRAPHICAL INVENTORIES. In her opinion they are tremendous predictors of turnover. They also can predict job performance. She advised that the County is using biographical inventories now for the basic clerical selection and for Eligibility Workers.

She added the County has used Biographical Inventories for about 2-1/2 to 3 years. She was asked what information County Personnel had on this type of testing, and she provided me with the following manner in which the testing was developed, and administered.

To begin with, it required a MAJOR RESEARCH STUDY to develop. It basically asks a lot of questions to candidates about their preferences, what they like to do, what they don't like to do. The scoring developed is machine scoreable. Scoring is developed on the basis of your research data. "basically, you give a whole lot of questions to your incumbants"... Information to assess performance is collected by taking your very best employees and your very poorest employees and comparing the way they answer these questions.

"To those answers that your best employees answer more frequently, we give positive points . When it was reversed, when there is a solid significant trend for your poor employees to pick a response ...more frequently....you take

away points... Then you machine score it."

She added that the questions don't necessarily appear to be job related. "You don't always have any idea why a particular question works."

It was ascertained that to compile such a test instrument, data must first be gathered by testing incumbents. She added that there hasn't been much on this subject in recent years, but that the County is very "pleased" with what they're using. Mrs. French was first introduced to this type of testing when she was in the State of Michigan and they were in the midst of developing biographical inventory testing to utilize it in their selection process for State Police Troopers.

She was asked if the County plans to use Hi-Tech in the selection process in the future. She said she will be attending a conference in San Francisco, where they will be demonstrating microcomputer administered testing. She felt in terms of administering tests, that this is the direction we're beginning to go.

March 12, 1986
D. PEREZ- Interview Synopsis

On Wednesday 3/5/86, I met with Dave Perez, a recruiter for
the IBM Company, who works at their Central Employment
Office, 355 So. Grand Avenue, Los Angeles.

After explaining my project to him, I asked him what type of
selection process was being used by IBM Company to select
entry level employees.

Mr. Perez said that one of the things they are using in the
selection process is TOTAL ASSESSMENT. Total Assessment
examines academic background relevancy. It consists of a
candidate's academic achievements. He added that Academic
grades tell a lot about individuals. Persons with high grade
point averages (G.P.A.) are usually persons who are very
organized, good time managers, high achievers, competitive,
and goal oriented.

I asked Mr. Perez if IBM was using any tests to determine
whether a potential candidate was goal oriented . He said
IBM does not use tests. Experience has demonstrated to them
that personal achievement, and/or past performance is a good
indicator of an individual's qualities. Individuals with
high G.P.A.s are the type of individuals who will usually
possess the qualities that IBM is looking for. Mr. Perez
added that the Grade Point Average must be the result of good
performance in required classes, versus, Physical Education
or other unrelated type classes.

An individual's personal achievements are also examined very
closely - Has a candidate applied himself in his personal
life - Has he obtained sufficient personal development. Mr.
Perez states they look to see if an applicant's personal
achievements are commensurate with those qualities that would
be useful to develop in a normal business environment.

The job application is also examined closely. It tells the
company basically what the applicant wants: how much they
expect to be paid, the type of work or job they want, their
work history in terms of beginning and ending salaries, and
the degree of responsibility the applicant has experienced.

The application will indicate whether the applicant's career
goals are realistic. Many people are unrealistic in what
they want, and the company may not be able to comply with an
applicant's objectives.

From the job application, IBM is able to evaluate the
applicant's job related work experience. This is a critical
area; as the arenas in which an individual has competed and
the level of achievement, in each of these arenas, tells much
about a perspective employee.

1.

According to Mr. Perez, the area of personal achievements
gained in extra-curricular activities is also examined: i.e.
extra-curricular activities which are personalized with
various forms of recognition, which distinguishes an
individual's level of performance or contribution.

He added that testing is required by the company only for
certain of positions,if there are other factors to be
assessed. If an attempt is being made to hire for a technical
position, such as marketing systems engineer, programmer,
word processing and things of that nature, the applicant is
required to take an IPAT (Information Processing Aptitude
Test), which is not a test to gauge intelligence, but more to
gauge the aptitude for understanding mathematical concepts.
Therefore IPAT is more of a mathematical type test.

Mr. Perez said that all the company really hopes for is to
find the best qualified people available to perform the jobs
that the company needs accomplished.

He said the greatest fault they find in individuals is that
they very often have the academic background, and the
intelligence, but they lack the PEOPLE SKILLS. To IBM people
skills, the inter-personal skills, are just as critical as
the academic or job related skills. A balance of both is
necessary if a person is to succeed in the IBM environment.
A person without PEOPLE SKILLS will fail in the IBM
environment.

I asked Mr. Perez if IBM has any unique way for identifying
those candidates that possess PEOPLE SKILLS. He said,
in his experience, the easiest way to identify those persons
that lack people skills is usually by confrontation during
the interview. Sometimes it manifests itself in the
application, in the areas of extra-curricular activities, if
the applicant likes people interaction and is very involved
in community organizations and activities. If they are
assertive and have high confidence levels, this will show
by their being elected to chair positions, or have held some
type of office in an organization. They know how to
negotiate and manipulate diplomatically within an
organization. This says a lot for their character. , "Anyone
can look good on paper. It's that eye-ball to eye-ball
confrontation that really tells if a person has those inter-
personal skills."

Mr. Perez added that another phase of their selection process
is the security check on the applicant, which is required by
IBM. "We use a company named IQUIFAX to accomplish this."
They conduct employer verification, a security check, and a
criminal background investigation. The company checks out
any suspicions IBM might have on an applicant's moral
character. He emphasized that IBM's middle name is INTEGRITY;
"So the integrity, quality and character of the individual

that we bring into the "family",so to speak, is very
important to us."

He said that a candidate is already developed into the
individual he is going to be.   He is only reenforcing
behavior patterns, by the time he becomes an adult.   An
individual's behavior pretty much follows an already set
pattern.   Very seldom are they going to change.   Sometimes
things are hidden and don't manifest themselves   until one is
confronted with a stressful situation.

IBM tries to identify as much as possible, so they look very
closely at background.   The company has recruiters, who as a
rule, are very experienced people; who have been in the
business for sometime; understand IBM's way of doing things;
are usually very sensitive to individuals; are good inter-
personal communicators.   They have been managers and have
worked at least in staff-type management.   Hopefully their
good judgement pays dividends in the end.

Mr. Perez was question as to whether IBM sends out
investigators to make contact with a candidate's past
employers, friends, neighbors, etc.   He said they did when he
started with IBM several years ago, but they don't do it
anymore.   From an Affirmative Action standpoint, they feel
this would criss-cross into areas where they don't have legal
right to be in.

If they find someone with a criminal record ,or who is a
habitual substance abuser, or drunk driver, and if the person
is young and has these problems now, "what might we expect
from them in the future."   Candidates are screened for
substance abuse during their medical. If there is any hint of
substance abuse, an employee can get fired, and an applicant
will not get hired.

I asked Mr. Perez if IBM uses polygraph examinations in their
selection process.   He told me No, they have never
administered polygraph examinations to their candidates.

He was asked if IBM uses assessment centers in any of their
selection processes. He advised No, not at this time.   He
added that they used to give a general test to anyone who
wanted to join IBM, but there was some question, sometime
back, from the EEO and Affirmative Action organizations.
Therefore about two years ago, IBM quit giving written
tests.

He said IBM is now in the process of re-developing a written
test.   It was scheduled to be reimplemented June of 1985, but
so far, it has not been done.   Mr. Perez said the test would
be basically to measure intelligence - effective use of the
English language, some vocabulary, analytical assessment, and
a bit of math - just very simple problems.   Many individuals

who apply don't have degrees but can be very productive individuals. "There has to be a way to measure some degree of aptitude and ability to learn quickly."

He added that having a degree doesn't give you the answer; some people look great on paper and look horrible when they start to do the job, and vice-versa.

Mr. Perez reiterated that future performance can be predicted by past performance. If there is anyway that this can be seen, probed for and objectively evaluated, we are going to have a good indicator of how people will perform in the future.

I asked if IBM uses any type of personality profiling, or any computer programs for their testing. He said IBM does not. He has read some material on that type of testing written by clinical psychologists, which he feels might be valid in the future.

Mr. Perez was asked what changes would he like to see in the future, to improve IBM's selection process. He said he would like to see IBM bring back the written test and some type of tests to measure a person's intelligence level. He added, "We are under a lot of pressure to find people who can be as productive as quickly as possible, with a minimum investment of resources." He said it was getting so competitive now that they are looking for the outstanding ideal candidate, "A twenty-five year old veteran, coming right out of the starting gate."

Mr. Perez said another change he would like to see implemented by IBM is to start new employees back at a lower entrance level. down to the basics, and make them qualify to be in the business. At present, a candidate starts at a higher level, based on skills, past experience, and education.

"Other than those two things, I can't see us making any other changes. In the areas where technical skills are required, we will continue to look for those technical skills. If they are not there, we don't have the time to invest in them."

March 12, 1986
Nancy Bohl Interview Synopsis

During my research I conducted a series of interviews .

Nancy Bohl, a Clinical Psychologist involved with law
enforcement in San Bernardino County, was interviewed on
March 10th, 1986. The interview covered the following areas:
(a) psychological tests given to a perspective law
enforcement officer (b) P.O.S.T. requirements regarding the
psychological tests (c) what the tests are designed to
accomplish, and if the tests, in fact, accomplished their
goals (d) are there tests available that can identify, in a
candidate, important qualities, such as common-sense,
motivation, honesty, and the capacity for learning.

Mrs. Bohl told me that P.O.S.T. (Peace Officers Standards and
Training) controls what type of tests can be used. P.O.S.T.
provides a book which outlines what must be included in the
psychological testing, and includes a list of approved tests,
some of which are designed to identify abnormal behavior and
others to identify acceptable (normal behavior.

Agencies are allowed to pick some of their own tests, but the
tests chosen must meet P.O.S.T. standards.

In response to whether or not there are tests available that
can identify common-sense, she said not that she was aware
of, and if there were two things she could test for, one
would be common-sense and, the other, a good sense of humor.
She also felt that honesty and integrity were very important
attributes in a law enforcement officer.

She was asked what the psychological tests she administers
were designed to identify.   Mrs. Bohl said the tests are
designed to identify people with abnormal aggression levels,
candidates who have pent-up hostilities and poor impulse
control. "As soon as someone calls their mother a name,
they're going to haul off and hit them." That's the type of
person we try to disqualify.

We also try to identify those persons who lack the
intelligence to make the quick decisions necessary in law
enforcement.

Another test used is called an Auto-Biography . This test
allows a candidate twenty minutes to write about themselves.
We get some information about the candidate, and it also
tests their writing skills - if they can write something
that has a beginning, a middle and an end.

They are also given a Law Enforcement Health
Questionnaire, which is basically to find out if they have

1

ever filed for Worksman's Compensation, or if they have ever been injured. It's a health history that is for our information only. It tells us how healthy the candidate is and of any problems that the background check failed to turn up . The Health Questionnaire also asks about past vocational history, jobs they have had, and if they have had stability in their work.

The third test given is the Shiply I.Q. Test. It is a quick test, to obtain a basic idea of their I.Q. level. We feel that a candidate with a low I.Q. (89 or 90) will not be able to exercise good judgement.

Mrs. Bohl was asked if there are any traits that are inherited, such as common-sense, honesty, motivation, or loyalty. She said, "I don't think you can teach an adult common-sense. It comes when they are very young. It is taught at an early age. Once they get around 22 to 25 years old, it would be very difficult to change their way of thinking or reasoning. " She added, "you're talking about NURTURE versus NATURE. and there is a lot of controversy over this issue."

She was asked about the differences between children within the same household. Why do some exercise good judgement and motivation while anothers do not. She explained that their experiences were different. Neither of them had exactly the same experiences, even if they had the same parents.

She added, "I think a lot of things are inherited. When you look at people who have been separated from their families at a very early age, or if their parents died and they are reared with others, they grow up to be like their biological parents, even if they have never been around them. I think some traits definitely can be inherited."

She was asked how she felt about motivation and its importance to a successful law enforcement officer. Mrs. Bohl said motivation is a important quality for an officer to possess. That is another thing we look for when we hire - if a person was a Reserve for two or three years - did he do volunteer work - does he go out his way to find out what law enforcement is really like. We are interested in finding out if they are motivated enough to make law enforcement their career. "Motivation is real important, but I don't think it's inherited. I think it can be taught. ....,but once they reach adulthood, it would be pretty difficult to teach someone common-sense or motivation."

She was asked about a person's learning ability and if she believed this was inherited or taught. Mrs. Bohl stated "Learning ability is definitely from within. I don't think you can teach people more than they are capable of learning."

When asked about our present testing system, and, if she thought we had the right elements in the right order, Mrs. Bohl thought that was a very interesting idea — to change the order of the tests around, possibly giving the psychological test first. She thought this might be valid. She has talked to applicants: The reserve who wants to get hired as a regular deputy, but for some reason cannot score high enough on the written test. Yet, he would probably make a dedicated loyal officer.

When asked her opinion about the validity of the tests now being used by law enforcement in the selection process, she said that presently P.O.S.T. does not have an approved test that can identify motivation, common-sense, loyalty, or test a candidates learning ability. "They want us to use the MMPI, or CPI tests, which do not identify those qualities "

Regarding the background, she said that the best way to predict future behavior is by studying a candidates past behavior. She felt the background investigation, if done properly, is beneficial to the selection process.

She also said candidates also complete a Law Enforcement Questionnaire. It is a sentence completion test, that picks up predjudices and covers a lot of unfinished business. The candidate completes sentences such as "My father ____ _____. My mother _____." She said people write in subconscious feelings about those things and you can pick up a lot of hostilities, hatreds and predjudices in a candidate.

She added one of the questions starts off with "supervisors". She had a candidate write "Supervisors are worthless." When you examine this area closely, you find out that this type of person would be a disciplinary problem.

We discussed if there were any reliable tests available that could evaluate a subject's motivation level, or their ability to learn. She said that there were, but it would require a great deal of testing.

Mrs. Bohl was asked what changes she would like to see occur with the selection process in the future. She said she could see the benefits possibly of changing the order in which the various selection tests were given. She said she had a lot confidence in the 16-PF and added it was one of the best tests available. The 16-PF can be computer scored and helps to identify a candidate's emotional stability.

March 14, 1986
Dr.Fench, PHD - Interview synopsis.

On March 10th, 1986, I met with a Robert Fench . Mr. Fench
is a P.H.D. in psychology. He is also the Director of
Research for the Southern California Institute, located in
Brea, California. After discussing my project with Mr. Fench
and my interest in psychological tests that could identify an
applicant's level of common-sense, motivation, loyalty, and
their ability to learn, Mr.Fench told me that all of these
traits could be identified in a psychological test.

He said that the Southern California Institute had developed
a personality profile test that measures fifty-two (52)
areas, such as emotional stability, levels of aggression,
sociability and maturity. The test is taken on a computer
terminal, and is computer scored.

He told me the test was developed by conducting hundreds of
controlled tests that were completed by a variety of people
from a variety of experiences. He said the test results have
been compared with results with a polygraph examination which
always verified the test results.

He gave me a copy of the test and demonstrated how the test
is administered on the computer. The test consists of a
series of words that are given a numerical value by the test
taker. The test taker must enter a numerical value on each
word as it comes up on the screen. The value is based on the
degree of bad or good feelings the test taker has about the
word.

At the end of the interview, Mr. Fench told me that the test
only takes 35 minutes to complete and is now being
considered by several governmental agencies.

SOUTHERN CALIFORNIA INSTITUTE PERSONALITY PROFILE (SCIPP)

ON THE FOLLOWING PAGES, YOU WILL FIND A LIST OF WORDS.
EXAMINE EACH WORD IN THE ORDER THAT IT APPEARS ON THE PAGE.

SELECT THE NUMBER THAT BEST REFLECTS YOUR FEELING FOR EACH WORD,
PLACE THAT NUMBER IN FRONT OF THAT WORD.

DO EACH WORD IN THE ORDER THAT IT APPEARS ON THE SHEET

DO NOT SKIP OVER ANY WORD. – – – DO NOT LEAVE ANY LINE BLANK.
DO NOT MAKE ANY CHANGES ON THE PAPER —— FOR ANY REASON ! ! !

MARK YOUR FIRST IMPRESSION AS TO THE FEELING FOR EACH WORD,
DO NOT TRY TO DEFINE OR ANALYIZE THE WORDS – – – EEEL IHEM.

THIS TEST SHOULD NOT REQUIRE MORE THAN 35 MINUTES TO COMPLETE

THE FOLLOWING IS ONLY A GUIDE TO HELP YOU SELECT THE NUMBER

```
 1.                              I                              10.
////                            I                      .        ////
////                  BAD       I              GOOD             ////
////        2.        =====     I              =====     9.     ////
////       ////                 I                        ////   ////
////       ////                 I                        ////   ////
////       ////       3.        I                  8.    ////   ////
////       ////      ////       I                 ////   ////   ////
////       ////      ////       I                 ////   ////   ////
////       ////      ////   4.  I           7.    ////   ////   ////
////       ////      ////  ////  I         ////   ////   ////   ////
////       ////      ////  ////  I         ////   ////   ////   ////
////       ////      ////  ////  5. I  6.  ////   ////   ////   ////
////       ////      ////  //// ////  I ////  ////   ////   ////   ////
////       ////      ////  //// ////  I ////  ////   ////   ////   ////
////       ////      ////  //// ////  I ////  ////   ////   ////   ////
----       ----      ----  ---- ----  I ----  ----   ----   ----   ----
                                 I
 1.        2.        3.    4.   5.      6.    7.     8.     9.    10.
```

YOU MAY NOT ASK ANYONE ANY QUESTIONS DURING THIS TEST

YOU CANNOT ASK ANYONE TO TELL YOU WHAT ANY WORD MEANS

IF YOU DO NOT UNDERSTAND THE MEANING OF ANY WORD,
YOU MUST DETERMINE HOW YOU FEEL ABOUT IT BY HOW IT LOOKS

THERE ARE AN EQUAL NUMBER OF WORDS IN THIS TEST FOR
EACH OF THE NUMBERS IN THE CHART – – – YOU SHOULD USE
ALL OF THE NUMBERS AN EQUAL NUMBER OF TIMES DURING THE TEST.

SCALE:

1.) Color Preference

2.) Distortion/Faking
    Indicated Overall

3.) Faking/Emphasis on "Bad"

4.) Faking/Emphasis on "Good"

5.) Emotional Stability

6.) Depression

7.) Suicidal Tendencies

8.) Hostility

9.) Aggression

10.) Anxiety — Reactive Type

11.) Anxiety — Hysterical

12.) Self-Regard

13.) Ego Strength

14.) Dominance

15.) Sociability

16.) Maturity

17.) Extroversion

18.) Introversion

19.) Feminity

20.) Masculinity

21.) Impulsiveness

22.) Irritability

23.) Fantasy

24.) Tenderness-Toughmindedness

25.) Jealousy

26.) Paranoia

SCALE:

27.) Hypochondrias

28.) Phobias

29.) Perversions — Sexual

30.) Perversions — Sadistic

31.) Obsessions — Compulsive

32.) Obsessions — Sexual

33.) Obsessions — Psychotic

34.) Sexual Dysfunction

35.) Child Abuse — Incest Victim

36.) Child Abuse — Pedophilia

37.) Child Abuse — Physical

38.) Child Abuse — Psychological

39.) Child Abuse — Sexual

40.) Psycho-Social Deviation

41.) Criminal Conscience

42.) Substance Abuse

43.) Psycho-Neurotic Stress

44.) Psychological Stress
     (Psychotic Origin)

45.) Schizophrenia

46.) Paranoid-Schizophrenia

47.) Shame and Guilt

48.) Sociopathic Tendencies

49.) Oral Stage of Development

50.) Anal Stage of Development

51.) Genital Stage of Development

52.) Adult Stage of Development

_____ ACID	_____ AGE	_____ HAPPY
_____ ALLERGY	_____ ALONE	_____ HOME
_____ BREAD	_____ ANGER	_____ HURT
_____ DIRT	_____ ATTACK	_____ KIND
_____ EMPTY	_____ BEAT	_____ LIFE
_____ ENEMY	_____ BLAME	_____ MAN
_____ FUN	_____ BOY	_____ MEMORY
_____ GAG	_____ BURN	_____ OLD
_____ GOD	_____ CALM	_____ PLAY
_____ HOSPITAL	_____ CATCH	_____ RED
_____ LEARN	_____ CHILD	_____ RIGID
_____ LIGHT	_____ COLD	_____ SAD
_____ JAIL	_____ CHANGE	_____ SEX
_____ KILL	_____ CRY	_____ SICK
_____ KISS	_____ CUT	_____ SLEEP
_____ LOUD	_____ DANGER	_____ STAB
_____ LOVE	_____ DIE	_____ TALK
_____ MOTHER	_____ EASY	_____ TIRED
_____ MUSIC	_____ ENVY	_____ TRICK
_____ POETRY	_____ EVIL	_____ TRUST
_____ PRISON	_____ FAULT	_____ TRUTH
_____ ROB	_____ FIRE	_____ TRY
_____ SING	_____ FRIENDS	_____ UGLY
_____ TEACH	_____ GOOD	_____ URGE
_____ THIEF	_____ GUILT	_____ VIOLET
_____ WATER	_____ GUN	_____ WORTHLESS

_____ ABILITY	_____ DEPENDENT	_____ INCEST
_____ ABUSE	_____ DIFFERENT	_____ INJURY
_____ AFFAIR	_____ DISAPPOINTED	_____ JUMP
_____ AMBITION	_____ DIVORCE	_____ KNIFE
_____ ANXIETY	_____ DIZZINESS	_____ LAZY
_____ ATTITUDE	_____ EMBARRASS	_____ LESBIAN
_____ AWKWARD	_____ ENERGY	_____ LUCKY
_____ BAD	_____ EROTIC	_____ MENTAL
_____ BITE	_____ ETHICS	_____ MISFIT
_____ BLACK	_____ EXHAUSTION	_____ MOUTH
_____ BODY	_____ EXPOSE	_____ MUSCLE
_____ BREAST	_____ FAILURE	_____ NERVES
_____ CAREER	_____ FALLING	_____ ORDERLY
_____ CAUTIOUS	_____ FANTASY	_____ OVARY
_____ CHEAT	_____ FATIGUE	_____ PANIC
_____ CONFIDENT	_____ FEELING	_____ PARENT
_____ CONFUSED	_____ FOOLISH	_____ PENIS
_____ CONSCIENCE	_____ GIRL	_____ REPORT
_____ CREEP	_____ GREY	_____ SUICIDE
_____ CRUSH	_____ GROUP	_____ TEMPER
_____ CURSE	_____ HABIT	_____ TENSION
_____ CYNICAL	_____ ILLNESS	_____ UNTIDY
_____ DARKNESS	_____ IMAGE	_____ VIOLENCE
_____ DEATH	_____ IMMORAL	_____ WOMAN
_____ DECEIT	_____ IMPOTENT	_____ YELLOW

_____ ABORTION	_____ HEALTH	_____ REJECTION
_____ ANAL	_____ HELP	_____ RESPONSIBLE
_____ ARROGANT	_____ HOMOSEXUAL	_____ RIGID
_____ AUTHORITY	_____ IMPRESSIVE	_____ SANITY
_____ BITTER	_____ INSANITY	_____ SATISFY
_____ BLOOD	_____ INTERCOURSE	_____ SCHEME
_____ BLUE	_____ LONELINESS	_____ SECURE
_____ CIRCULATION	_____ LUMP	_____ SHARP
_____ COMA	_____ MASOCHISM	_____ SLUT
_____ CONNIVE	_____ MISFORTUNE	_____ SMASSH
_____ CONSTIPATION	_____ MUTILATE	_____ SOLITUDE .
_____ CRISIS	_____ PAIN	_____ STEAL
_____ DEFEAT	_____ PITY	_____ STRENGTH
_____ DELUSION	_____ PLEASURE	_____ SUFFER
_____ DEPRESSION	_____ POINT	_____ SUSPICION
_____ DIARRHEA	_____ POWER	_____ TEMPTATION
_____ DOMINANT	_____ PRIVACY	_____ THOUGHT
_____ EGO	_____ PUBIC	_____ TOUCH
_____ ENEMA	_____ PUNISHMENT	_____ URINE
_____ EXCRETION	_____ QUARREL	_____ USELESS
_____ EXHIBIT	_____ RAPE	_____ VAGINAL
_____ FECES	_____ RASH	_____ VITALITY
_____ GREEN	_____ RAW	_____ VOYEUR
_____ GENITAL	_____ REASON	_____ WISH

_____ ACCEPTANCE	_____ HATE	_____ SHAME
_____ ADMIT	_____ HIT	_____ SHOOT
_____ APPETITE	_____ HOPE	_____ SLAP
_____ ARGUE	_____ HYSTERIA	_____ SMELL
_____ ARREST	_____ IMPATIENT	_____ SNEAK
_____ AWAKE	_____ INFERIOR	_____ SPITE
_____ BARE	_____ KNOW	_____ STEAL
_____ BROWN	_____ LACK	_____ SUBMIT
_____ CARELESS	_____ LATE	_____ TASTE
_____ COURAGE	_____ LIE	_____ TELL
_____ CHOKE	_____ LOSE	_____ THREAT
_____ COMMIT	_____ MARRIAGE	_____ TIED
_____ CONVICTION	_____ MASTURBATION	_____ TONGUE
_____ CONTROL	_____ MISTRUST	_____ TRAMPLE
_____ DISGUST	_____ MORAL	_____ TROUBLE
_____ DREAM	_____ NIGHT	_____ USED
_____ DRINK	_____ ORAL	_____ WASTE
_____ DRUG	_____ PERIOD	_____ WATCH
_____ FAIR	_____ POOR	_____ WEIGHT
_____ FAMILY	_____ PRESSURE	_____ WANT
_____ FATE	_____ PRIDE	_____ WEAK
_____ FEAR	_____ RULES	_____ WORK
_____ FORCE	_____ SECRET	_____ WORTH
_____ GAY	_____ SEPARATION	_____ WORRY
_____ GRIEF	_____ SHAKE	_____ ZIPPER