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THE FUTURE OF PSYCHOLOGICAL PROFILING IN THE PROMOTION OF POLICE SUPERVISORS BY THE 21ST CENTURY
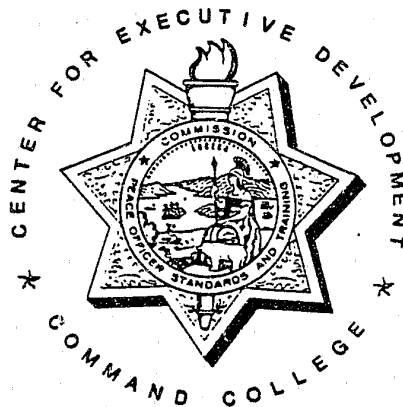
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AN INDEPENDENT STUDY PROJECT

ACQUISITIONS

by

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COMMAND COLLEGE CLASS IX
COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

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This Command College Independent Study Project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future-- creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in this Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

WHAT WILL BE THE FUTURE OF PSYCHOLOGICAL PROFILING IN THE PROMOTION OF POLICE SUPERVISORS BY THE 21ST CENTURY?

by Gregory G. Cowart
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EXECUTIVE SUMMARY

Introduction/Background:

This study has focused on the future use of psychological profiling as a tool for the selection of supervisors in medium-sized law enforcement agencies by the year 2000. There are three major components to this study, (1) the validity of psychological testing techniques, (2) implementation of an organizational development effort in order to "match" candidates to the environment of their organization, and (3) legal issues.

The study has shown that there are viable and job-relevant testing procedures which can be tailored for the need of any law enforcement agency. However, a great deal of further study is needed due to the scarcity of historical data specifically regarding psychological profiling for the promotion of supervisors in law enforcement agencies in California. This study shows that there has been very little use of this process on a statewide scale. It is clear that an increasing number of law

enforcement administrators and police psychologists are interested in and are considering the future application of psychological profiling in the first line supervisor selection process. It is clear from this research that the psychological screening conducted at the entry-level background investigation phase for law enforcement officers is inadequate to identify potential leadership traits.

Recommendations for use of the psychological tests in this context would include the following:

1. Assurance that the psychological information is a tool for selection and that the selection decision does not totally hinge on the psychological profile.

2. Ensure that all candidates are aware of the process through inclusion on the job announcement and also through an orientation session prior to the test.

3. Consider testing the top candidates being considered for selection after the traditional testing process--be it written, oral, or in an assessment center.

4. Include a one-on-one clinical interview with the evaluating psychologist.

5. Ensure that the psychologist provides feedback, not only to the chief or whoever is making the selection, but also to the candidate.

There is a growing body of literature that quite consistently shows that psychological screening does not have adverse impact against females or racial/ethnic minorities. These collective statistical studies, unfortunately, do not rule out the possibility of adverse impact occurring in an individual department. It is, therefore, important that agencies maintain selection statistics to ensure there is no adverse impact against classes protected by the EEOC Uniform Guidelines.

Each organization, however, within the context of city policy and philosophy, must articulate the "vision" or desired end state of the organization. In addition to "vision," it is essential to devote time to clarifying the organization's core mission.

The psychological profiling of candidates for first line supervisor in law enforcement is of value to agencies committed to promoting supervisors with leadership and interpersonal skills which best match the department's philosophy. This leads to the inescapable conclusion that for agencies to implement this approach for promotion of first line supervisors, they first must define their operational philosophy.

This study has analyzed the legal, psychological, personnel-management, and law-enforcement elements of using psychological profiling as a part of a promotional process. Law enforcement managers desire to come up with a better way to promote a supervisor than merely giving them an oral board, a boiler plate written test, and consideration of what kind of a street officer they have been. The need to determine exemplary interpersonal and leadership skills calls for a far more comprehensive process. The labor relations area is one that can be a significant obstacle in the development of this concept. However, through development of an appropriate strategic plan, taking into account the macro and micro issues, including the stakeholders and taking into account snaildarters, an appropriate negotiation strategy can be developed. Police associations and unions also wish to have supervisors with the best interpersonal skills. The jobs of the rank and file will be made much easier, and productivity will be much more efficient with supervisors who

"match" the values of the law enforcement agency.

The further study of these critical areas, including the psychological testing process, legal considerations and preparation of the organization for the psychological profiling process, must be studied and evaluated not only by individual entities, but through a statewide evaluation effort. P.O.S.T., professional law enforcement agencies, police labor groups and public employee organizations must put their collective expertise together in order to provide cohesiveness and a legally defensible process. Hopefully, the research conducted for this study and these recommendations will lead to such an endeavor.

PART I - A FUTURES STUDY

What is the future of psychological profiling in the promotion of supervisors in medium size police departments by the year 2000?

PART II - STRATEGIC MANAGEMENT

The development and implementation of a strategic management plan to assist law enforcement agencies in a model plan for medium size police departments to implement psychological profiling in the supervisory promotional process.

PART III - TRANSITION MANAGEMENT

The development of a plan for effectively managing the transitions from the traditional supervisory promotional process to one utilizing state-of-the-art psychological profiling resources.

ACKNOWLEDGEMENT

There are many individuals who deserve sincere thanks for their outstanding assistance with this project. First, and foremost, I want to thank my wife Bridgette, for her patience and understanding, especially during the past three months. No longer will she hear, "I'll get to it when I complete my project..."

Next I want to offer my sincere appreciation to Bonnie Eldridge of the Administration Division of the Roseville Police Department for her willingness to transcribe seemingly miles of audiotape, and accurately interpret alien hieroglyphics, with consistent good nature and professionalism. Her accuracy, diligence and ability to challenge and conquer the new department computerized word processing system deserves accolades.

The successful completion of this project could not have been accomplished without the continual support and encouragement of Secretary Jackie Castro. As office manager of the Administration Unit, Jackie coordinated the work load to allow for this project to receive the timely attention that it required. This was no mean task. Jackie is also to be thanked for her outstanding assistance in scheduling numerous interview appointments and ensuring that those appointments were met! She is a scheduling mastermind.

Field Operations Captain Chuck Knuthson, a graduate of Command College

Class 8, was the Roseville Police Department trailblazer in the Command College. It was his excellent project on homelessness which set the standard for this project. Captain Knuthson's encouragement and technical assistance were invaluable. Without his support, this project would not have been possible.

I would also like to thank Roseville Library Director Sue Nickerson for her assistance in providing a timely response to myriad requests for a variety of publications and for providing the author with sequestered office space in the main library in which to work without interruption.

The assistance of Project Advisor, Tom Essensten, also deserves recognition. Tom was able to portray the format for this project in terms the author could understand. He was always available for consultation, providing encouragement and expert assistance at every juncture.

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INTRODUCTION AND BACKGROUND

"Executives spend more time on managing people and making people decisions--and they should. No other decisions are so long lasting in their consequences or so difficult to make. And yet, by and large, executives make poor promotions and staffing decisions. By all accounts their batting average is no better than .333. At most, one-third of such decisions turn out right, one-third are initially effective and one-third are outright failures." [1](Peter Drucker)

This futures study will take a snapshot of the psychological testing arena as it relates to attempts to select the best candidates for police supervisor in the twenty-first century. It will focus primarily on technological, legal, and organizational considerations. The initial challenge of narrowly defining this topic was a formidable one. There are some critical definitions which must be delineated prior to any further development of this analysis. These definitions are:

* **Fitness-For-Duty Examination** - Mandatory psychological evaluation of an incumbent employee to determine emotional stability to perform the job - (For purposes of this study, a fitness-for-duty examination will be a reference to initial determination of psychopathology or emotional instability during the psychological test for promotion.)

* **Medium-sized police departments** - for purposes of this study, this refers to agencies which serve populations between 30,000 and 60,000.

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*   **Organizational Development** - A systems oriented approach to change, with heavy emphasis on humanistic-democratic values, and the belief that the facilitating of the integration of individual and organizational objectives will increase the organization's effectiveness.[2]

*   **Personality Testing** - Measurement of emotional, motivational, interpersonal and attitudinal characteristics.[3]

*   **Personality Trait** - Generalized neuropsyc. structure (peculiar to the individual) which initiates and guides consistent forms of adaptive and stylistic behavior.[4]

*   **Supervisors** - Typically nonmanagement employees whose responsibilities include overseeing, directing, monitoring and evaluating the performance of others. For purposes of this study, these positions refer to corporal, sergeant and civilian supervisors.

The area of psychological screening is relatively new in law enforcement. Legislation requiring job-related selection standards to include emotional stability were adopted by the California Commission on Peace Officers Standards and Training (P.O.S.T.) in 1984 as a result of enactment of California Government Code Section 1031(f). This section requires that applicants shall be judged to be free from job-relevant psychopathology, including personality disorders, as diagnosed by a

qualified professional. Section 1031(f) defines a qualified professional as a licensed physician and surgeon or a licensed psychologist who has a doctoral degree in psychology and at least five years of post-graduate experience and who diagnoses and treats emotional and mental disorders. The P.O.S.T. requirement focuses on diagnosing mental and emotional disorders using the Diagnostic and Statistical Manual Of Mental Disorders (DSM III) and the Ninth Revision of the International Classification of Diseases (ICD-9).[5] Therefore, pre-employment psychological screening is essentially a process of "screening out" any candidates who exhibit emotional dysfunction.

Upon applying for promotion to a supervisory position, an officer hired within the last four years may well be considered to be free of an emotional disease, yet how does the police chief determine if that individual's personality traits fit the philosophy of the agency?

The psychoanalytical model is the oldest of all current clinical approaches to personality.[6] Many, if not most later models are extensions of, or at least have roots in, the philosophy originated by Sigmund Freud. Freud proposed that at birth and for the first few months during infancy, the overall functioning of the infant is akin to the level of functioning in infrahumans--primitive and totally self-centered.[7] This early functioning simply concerns the containment of basic physical comforts (e.g. being touched, kept warm, being fed, etc.). Then, throughout life, particularly during the first few years of childhood, the person becomes human or "un-primitive" through the

the socialization process. According to Freud, the socialization process amounts to the development of a personality which is able to manage and channel basic instinctive drives and aggressions by both conscious control and the influence of a strong social conscience. Freud's work concludes that a person's total functioning and malfunctioning (marriage, work preferences, tastes in material things, aesthetic interests, etc.) are all developed in the context of early life relationships.[8]

Analytical psychology, developed by Karl Gustaf Jung, is a direct and conscious modification of the psychoanalytical concept. Of particular interest in this study is the area of analytical psychology having to do with psychological type.[9] Jung classified personalities as predominantly extroverted or predominantly introverted. The introvert is that person whose overriding concern, preoccupation, and focus is the internal, private self. This person is comfortable being alone, introspective about personal ideas, feelings and fantasies. The extrovert, on the other hand, focuses both attention and energy externally. This person is generally outgoing, prefers social contact over solitude and depends more on facts, details and logical relationships in an environment, and not on internal feelings and intuitions.

These are just two of the more popular concepts of major models of personality that are available for assessing psychological makeup for employment purposes. The police institution, like any other employer, must concern itself with the matching of personnel to its many tasks. The lesser the fit, the lesser the

performance--even the tenure of the employee. Though physical, intellectual and other factors are also important in the personnel area, personality dynamics appear to be powerful variables related to performance. An evaluation of personality models may add to the comprehensive framework needed for considering employees for promotion.

INTERVIEWS/SURVEY RESULTS

POLICE DEPARTMENT SURVEYS (Appendix A)

In order to determine the current use of personality testing or psychological profiling as part of supervisory promotional processes, 91 medium-sized California law enforcement agencies were surveyed. Seventy-four responses were received (81 percent). The survey questions and results were as follows:

POLICE CHIEF SURVEY

Use of Psychologist Testing
(Medium-Sized Agencies)

Considered Using
25

Have Used Psych Test
4
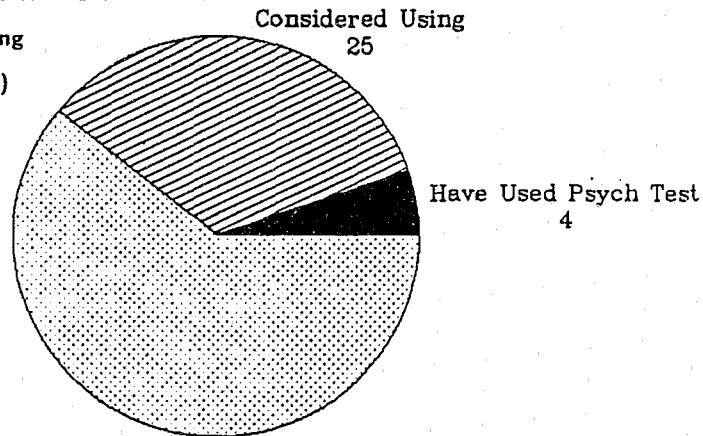
Have Not Considered
45

Of the 74 returned:

29 (40%) are either using, have used, are considering or have considered using psychologist profiling for supervisory selection.

1. Has your agency used psychological profiling as a component of testing candidates for first line supervisors?

   YES__4__   5 percent   NO__70__   95 percent

2. If YES, which traits have you tested for?

   * "Broad Spectrum of personality characteristics with particular attention to any neurotic or psychotic characteristics."

   * "Stress tolerance/Decision making/Problem solving/Leadership."

   * "Leadership/Stability/Honesty."

3. If YES, how are these dimensions selected?

   * "By a consulting psychiatrist, and he does the testing."

   * "In cooperation with department psychologists and police department staff."

   * "Through testing instruments asking questions three to five different ways."
   * "Through counseling team experience."

4. If YES, what test instruments were used?

   * "MMPI and Temperament and Values Inventory, Rorschach if indicated."

   * "CPI, clinical interview, MMPI."

   * "MMPI/Meyers-Briggs and Schaffer Personality Inventory."

   * "Forer Structure Completion Test. Norms from large populations of police officers, 16 PS, KAHN Symbol Arrangement Test, Wechsler Adult Intelligent Tests."

5. If YES, if a candidate did not match the selection dimensions, was that grounds for disqualification?

   YES__1__   NO__3__

   (One NO indicated, "not unless profiles of sociopathic or pathologic.")

6. If YES, have any validation studies been conducted relative to success rates for supervisors utilizing the psychological testing process?

NO_4_

7.   If YES, how do you perceive the overall results of this process?

      *   "Good."

      *   "Difficult to evaluate, used on only one occasion to date."

      *   "Used for chief's consideration as to choice of top three
            candidates."

      *   "Seemed to be very good to this point."

8.   If YES, do you plan to continue use of this process?

      YES_3_   UNSURE_1_

9.   If YES, please estimate the number of candidates for first line
      supervisor tested utilizing psychological testing.

      *   10

      *   30

      *   3

      *   No Response

10.   If YES, were any grievances or protests made by the police association
      regarding use of psychological testing for promotions?

      NO_4_

11.   If YES, provide name, address and telephone number of psychologist
      used.

      If your agency has never used psychological testing as a component of
      First Line supervisory promotional process, please complete the
      following:

12.   Has use of this test been considered?

      YES_25_   36 percent   NO_45_   64 percent

13.   If considered, why was it never used?

SAMPLE COMMENTS FROM POLICE CHIEFS' SURVEY:

* "Just recently considered, may propose it on the next promotional."

* "Would like to get it in the MOU first."

* "Under consideration but need to develop standards and criteria and process to insure department needs are met and to include a feedback process."

* "First line supervisor candidates have been on the job for several years -- I believe their job performance is a more reliable indicator of what they can do than a psychological evaluation. Having had a number of entry level candidates fail miserably on the job after being passed by a psychologist leads me to believe that psychological screening is still more an art than a science."

* "Just recently began consideration - it could be very critical in selecting supervisors."

* "You would be turning over the authority to evaluate candidates to an outsider. Supervisors should know their applicants by promotion time."

* "No known validity study available on which test is the most appropriate and unsure whether or not we could legally justify or gain acceptance if used as part of the screening process."

* "Could not substantiate need to city manager."

* "Testing is done for the command level positions. Our assessment center process has testing for first line supervisors that we are comfortable with."

* "Your survey has prompted me to be in consideration of this at this time."

PSYCHOLOGIST SURVEYS (Appendix B)

A total of 45 surveys were sent to psychologists who were listed as members of the California Peace Officers Association Psychological Services Committee or whose names had been provided in response to the police agency survey. Of the 45 psychologists surveyed, 23 (51 percent) responded. This included nine interviews with industrial psychologists active in the police area. These psychologists either performed pre-employment screening, fitness-for-duty evaluations or were retained for some other form of psychological services to law enforcement.

POLICE   PSYCHOLOGIST   SURVEY

Have Utilized
15

Of the 23 returned:

15 (65%) have utilized the process.

Have Not Utilized
8

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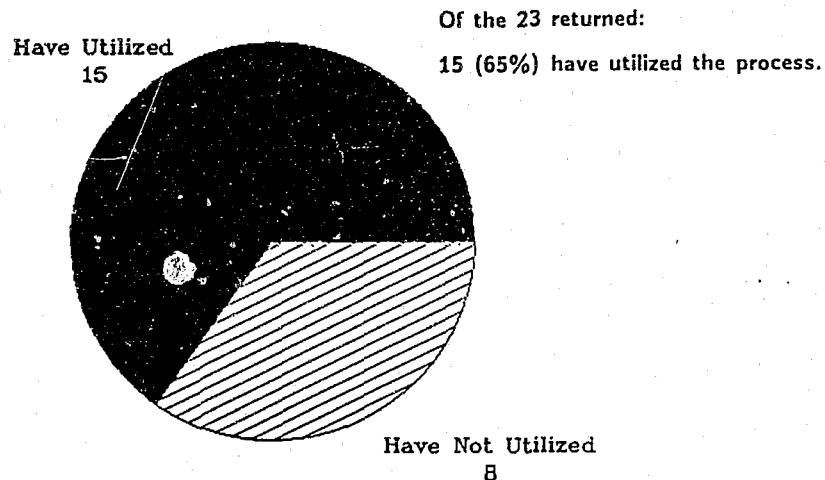
Psychological testing survey results are as follows:

1. Have you utilized psychological profiling to assist law enforcement agencies in selecting first line supervisors?

    YES_15_ _65 percent_ NO_8_ _35 percent_

2. If YES, as a part of that psychological profiling process, have you implemented:

    A.   Testing for dysfunctions which would be disqualifying traits (such as in the entry level test procedure).

    YES_7_ _47 percent_ NO_8_ _53 percent_

    B.   If YES, have you implemented testing for personality traits which would be compatible with the employing agency?

    YES_7_ _47 percent_ NO_8_ _53 percent_

    Please describe the instruments used for this testing.

    *   MMPI, Meyers-Briggs, FIRO-B, Bender, Projective Drawings

    *   MMPI, CPI, 16PF

    *   MMPI

    *   MMPI, Rorschach, CPI, TAIS, Personal Profile

    *   MMPI, Sacks Sentence Completion Test, Psychological Interview, Thematic Apperception Test (TAT), Wechsler Adult Intelligence Scale (WAIS)

    *   MMPI, CPI, Interview

    *   MMPI, CPI, 16PF, Watson-Glaser, WAIS-R

    *   MMPI, Edwards, 16PF, FIRO-B, Personal Interview and Written skills test

    *   CPI, MMPI, Five question essay(mine), Bender Visual Motor (with recall), Machover Draw-A-Person, In-depth Interview

3. Please estimate the number of processes in which you have provided psychological services for first line supervisors in California law enforcement agencies.

*   Top Range - "Approximately 200"

*   Mid Range - "50 - 175"

*   Low Range - "20"

4.   To your knowledge, have these tests been scored and weighted as part of the official testing process?

YES__4__   27 percent   NO__8__   53 percent

DON'T KNOW__3__ 20 percent

A.   If NO, how did the employer utilize the information developed?

*   "Sometimes it's difficult to know how a chief filters or uses the data."

*   "Used it as part of their interview process and as areas for further inquiry."

*   "Job screening and advancement."

*   "As a decision/factor in promotions and guidelines in training."

*   Four--No Response.

5.   Did you assist the agencies in defining their organizational climates prior to the testing?

YES__14__   61 Percent   NO__9__   39 percent

6.   To your knowledge did the employing agency attempt to "match" the candidates with the organizational climate existing with the employing agency.

YES__19__   83 percent   NO__4__   17 percent

7.   Do you feel that candidate/organizational climate "matching" is an important part of the process?

YES__15__   100 percent   NO__0__

Please provide reason why.

*   "Saves money, better fit, less turnover, improves management process when supervisors are trained as managers."

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* "Different "environments" ie. organizational climates. Differentially reinforced both positively and negatively different behaviors."

* "I believe that the overall personality stability which psychologists traditionally test for is not the only factor. How the individual's personality interacts with the individual organization's characteristics is also important."

* "Personality orientation often can predict success or failure depending on how flexible the officer chooses to be in the environment."

* "Because every aspect of the work situation is important. Seldom is an candidate informed by the chief as to what the actual organizational climate is."

* "Gives a broader view of the candidate."

* "A "productive," "effective" first line supervisor may not lead, delegate, manage or operate in line with the command philosophy or overall goals and missions."

* "Departments must have standard and expectations to be met by candidates."

* "Departments, like people, have their individual "personalities," philosophies and environment in which they operate. Supervisor traits must mesh, not conflict with these."

* "Each department has its own "personality". People who don't "fit," create a lot of disharmony. They also tend to be candidates for stress disabilities."

* "1.   Create effective teams with diverse skills.
  2.   Reduce personal and organizational friction that results from incompatible values and personal styles."

* Four--No Response.

Any comments that you feel would assist in this study.

* "The law enforcement agencies we work with haven't instituted psychological testing for promotional purposes, but I think it is a good idea as a law enforcement career is stressful and can change people. Without objective data as to what or how a law enforcement career changes people, it will be difficult to set standards for how much change is within the normal range

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versus the abnormal."

8. Can you identify any trends, events or anticipated future development in the area of psychological profiling to determine personality/leadership traits in law enforcement agencies.

* "Yes, I don't see it happening. At this time, I don't know of any law enforcement agencies who are using psychological testing as part of a process for already employed personnel. I've seen the idea discussed occasionally in the literature, but usually dismissed as not feasible because of resistance by potential testers. I do see some testing creeping into the promotional assessment centers however."

* "Increasing reliance upon computer-generated profiles and reports by an increasing number of practitioners who lack skill and experience."

* "I feel it is becoming more important but must really be used as a guide and on a sliding scale depending upon the department's needs."

* "With more time and data, tests should gain more productive validity."

* "In my opinion, departments still don't use psychological profiling to the best of their abilities. When used correctly, these tools can assist them in training and supervision which will save big dollars."

* Eighteen--No Response

RECAP OF INTERVIEWS

A recap of the nine interviews that were conducted with police psychologists provided information that the private sector has been doing psychological profiling and personality testing for supervisory and management employees for many, many years. A good example of that is the SEARS Corporation which has been doing such testing very successfully since the 1940's.

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There are two major distinctions which must be made in psychological testing. The first is that while pre-employment screening is used to determine types of psychopathology detrimental to job performance, it is not relevant to the personality testing being evaluated in this study. It is inappropriate to do any psychological testing in a vacuum, however, it is extremely important to determine the environment of the agency so that the chief can select the individual traits which would best match the interpersonal skills desired by the department.

Quite frequently, individuals are promoted based on their productivity without any determination of their interpersonal or supervisory skills. These people may have dealt very well with things, but not very well with people. Furthermore, it was the consensus of these psychologists interviewed that certain unhealthy personality traits, can in fact, be masked over the years--especially by an officer on the street.

Performance as a police officer, for example, does not necessarily indicate the ability to supervise or lead. As one psychologist put it, "Sergeants are the mainstay of the department. They are representatives of the police chief, and the success of the agency largely rests with them. They have tremendous responsibility for morale and motivation. Subordinates of first line supervisors must <u>choose</u> to follow them, as opposed to <u>having</u> to follow them."[10] It was also the consensus of those interviewed that tests such as personality profile inventories, or instruments to determine social insight, are much more valuable than tests such as the Minnesota Multiphasic Personality Inventory (MMPI) which are designed to determine

psychopathology. One common theme that surfaced over and over again was the need for a one-on-one interview to validate the instrument results and to provide feedback to the candidate. The predominant view of those I interviewed was that this testing procedure should not be officially weighted, and it should only be used for the top candidates as an additional evaluation tool for the chief or individual making the selection. Throughout the series of interviews, the concern over the proliferation of "charlatans" and other unscrupulous practitioners was predominant. There are over four hundred tests listed in the book, Psychological Testing.[11] These tests are to determine intelligence, development, aptitude, creativity and reasoning, cognitive screening, psychomotor, career counseling, learning disabilities and psychological dysfunctions, behavioral assessment, personality inventories, measures of interests, values and personal orientations, projective techniques, and environmental qualities. It is within this maze of psychological-testing instruments and perceptions of their use that an attempt will be made in this study to determine a course for the future.

Even though over 200 books, doctoral dissertations and other reference materials were reviewed for this study, only a very small portion dealt with personality testing for supervisory candidates in the public sector.

A final component which must be critically evaluated is the analysis of the role of the first line supervisor. Much has been said and written about the role of the first line supervisor in a police department. There is ,however, a paucity of

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empirically based research that views the role of the sergeant from the perception of the sergeants themselves, the officers that they supervise, and the command officers that supervise the sergeants. A significant effort into enhancing and defining leadership abilities of first line supervisors in California law enforcement agencies has come from the development of the P.O.S.T. Supervisory Leadership Institute. One of the most important components of the Supervisory Leadership Institute is the fact that, by and large, first line supervisors in California law enforcement are management employees regardless of the definition under their labor agreements. The definition of leadership as defined by the Supervisory Leadership Institute Steering Committee is: **The art of exerting powerful influence on individuals or a group, utilizing managerial skills integrated with demonstrated value behaviors, to develop the maximum potential as human resources towards the achievement of long-range organizational goals.** Especially in small- and medium-sized law enforcement agencies, first line supervisors are responsible for a high level of leadership as defined above. How we identify these leadership and personality traits in first line supervisors will be critical to the future of law enforcement in California in the twenty-first century.

Issues which need to be addressed in the future study of the use of psychological profiling for supervisory promotion include the following:

1. Is psychological testing/profiling appropriate for the first line supervision level?

2. Are the diagnostic tools available to test leadership skills and other interpersonal skills required, as opposed to the psychopathology standards which are currently mandated by the California Government Code?

3.   Are there sufficient research and development resources available through personnel, professionals, police psychologists, and law enforcement agencies to develop a valid, job-relevant testing process?

4.   How will law enforcement be able to monitor and evaluate supervisory performance of supervisors who have passed the psychological screening standards?

5.   Will liability of governmental agencies be reduced as a result of use of this testing methodology?

FUTURE'S WHEEL

The NGT panel was asked to "brainstorm" the interrelationships of this topic. A futures wheel was developed to aid in viewing the issue and its various connecting concerns. A futures wheel can best be described as a graphic presentation of related issues' impact upon one another.

FIGURE 3 - FUTURES WHEEL

Acceptance by City Admin.

Determination of desired traits

Cost/ Benefit Analysis

Technological advances

Psychological testing of Supervisory Candidates

Labor Relations- Association Posture

Credibility Accreditation Background of Psychologist

Legal Authority/ Legal Challenge

Psychological Services- Validation of tests

Legally defensible process

Value of Performance Appraisal System

EEOC Discrimination claims/ grievances

Job Relevant- Validation required

City Policy- Promotional Process

Police Department process- Unique to other city Depts.

City, department and chief's philosophy?

Who: Administers Monitors Decides??

Risk Management Catch 22- Risks Pro/Con

PART ONE

FUTURES RESEARCH

STRUCTURING THE ISSUE:

Using futures research methodologies, the use of psychological profiling will be comprehensively analyzed. This issue was developed based upon a desire by the author to study the feasibility of incorporating state-of-the-art and futuristic psychological testing technologies into the critical process of selecting first line supervisors. The issue was further defined by an extensive literature review and interviews with police psychologists, management consultants, police chiefs and public and private sector personnel administrators. Salient past issues were identified as:

1. What has been the history of using psychological profiling in the promotional process?

2. What expectations are there associated with "industry-standard" use of this process?

3. How would this process affect (streamline) efforts to implement organizational development (OD) in law enforcement agencies?

Numerous peripheral issues were evaluated to determine relevance to the issue. The following questions focus on the general scope of this futures study:

1. Is the present process for supervisory promotions meeting law enforcement needs?

2. What are the results of the benefit-cost analysis of implementing a psychological screening process?

3. What needs to be accomplished to appropriately match the candidates'

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personality/leadership traits to those of the organization?

Relevant future issues were projected with a view toward the twenty-first century. The fields of police-labor relations and industrial psychology are subject to rapid change, and these projections are just a decade away.

1. To what extent will psychological testing be legally constrained?

2. To what extent will police labor organizations either support or oppose such testing?

3. What technological advancements in the field of psychological testing will occur?

4. What affect would increased use of this process have on the quality and quantity of applicants for promotion?

5. What policies, procedures and safeguards would have to be adopted to ensure fairness in such a process?

METHODOLOGY

The following futures research techniques were used to synthesize accumulated information:

1. Literature search
2. Surveys (2)
3. Interviews
    -In person
    -Telephone
4. Nominal Group Technique (NGT)
5. Trend identification / Forecasting
6. Event
7. Cross impact analysis of trends / events
8. Development of futures scenarios

TREND IDENTIFICATION / ANALYSIS

A group of seven professionals participated in a Nominal Group Technique (NGT) process to develop information. The NGT group was comprised of:

- Two private sector labor relations consultants

- An industrial psychologist (nonpolice affiliated)

- An industrial psychologist who provides psychological services to law enforcement

- Two management consultants who provide executive search/recruitment services to governmental agencies

- A labor relations attorney specializing in police association representation

In advance of bringing the group together, a letter outlining the nature and scope of the study had been provided. Out of 15 inquiries, the seven most interested and committed individuals were selected for participation.

Fortunately, NGT participants provided a great deal of research material during the session. Project parameters were provided and a list of trends were recorded (Appendix C). Since there were only 17 (fairly broad) candidate trends developed, the selection of the top five was accomplished by consolidation and consensus.

The top five trends were:

1. Efforts of police departments towards organizational development (OD).

2. Level of humanistic-professionalism, i.e. demand for exemplary

interpersonal skills.

3.   Police associations/unions level of conflict regarding psychological testing for promotions.

4.   Number of officers required to undergo "fitness-for-duty" examinations based upon findings of promotional psychological screening.

5.   Court rulings regarding psychological testing under EEOC guidelines.

Using the trend level table (Table 1), the NGT panel undertook the process of looking back five years, evaluating the "here and now" and anticipating five and ten years from today to project relative levels of impact for each trend. It was explained to the panel that the numerical value of 100 for the present was developed merely for purposes of relativity among histories and future impact levels. Further discussion of nominal (will be) and normative (should be) concepts provided the panel with the context for which this technique was intended.

As for the zero end, it was explained that to go below zero would mean that the trend never existed. The panel then proceeded with the task at hand which was, as a group, using a round robin voting technique to develop trend levels.

TREND STATEMENT		LEVEL OF THE TREND (RATIO: TODAY = 100)			
		1984 Five Years Ago	1989 Today	1994 Five Years From Now	2000 Eleven Years From Now
1	Efforts of police departments toward Organizational Development (OD)	75	100	[a] 150 / [b] 250	[a] 200 / [b] 280
2	Demand for humanistic professionalism, i.e., exemplary interpersonal skills.	85	100	150 / 250	125 / 280
3	Police associations/unions level of conflict regarding psychological testing for promotion.	10	100	200 / 150	250 / 150
4	Number of candidates required to undergo fitness for duty exams as a result of promotional psychological testing.	5	100	250 / 125	275 / 125
5	Court rulings regarding psychological testing under EEOC Guidelines.	80	100	200 / 150	250 / 200

a = NOMINAL: Anticipated, "will be," if the world continues as it is.

b = NORMATIVE: What the world "should be."

TABLE 1

TREND 1 - ORIENTATION TOWARD ORGANIZATIONAL DEVELOPMENT (OD)
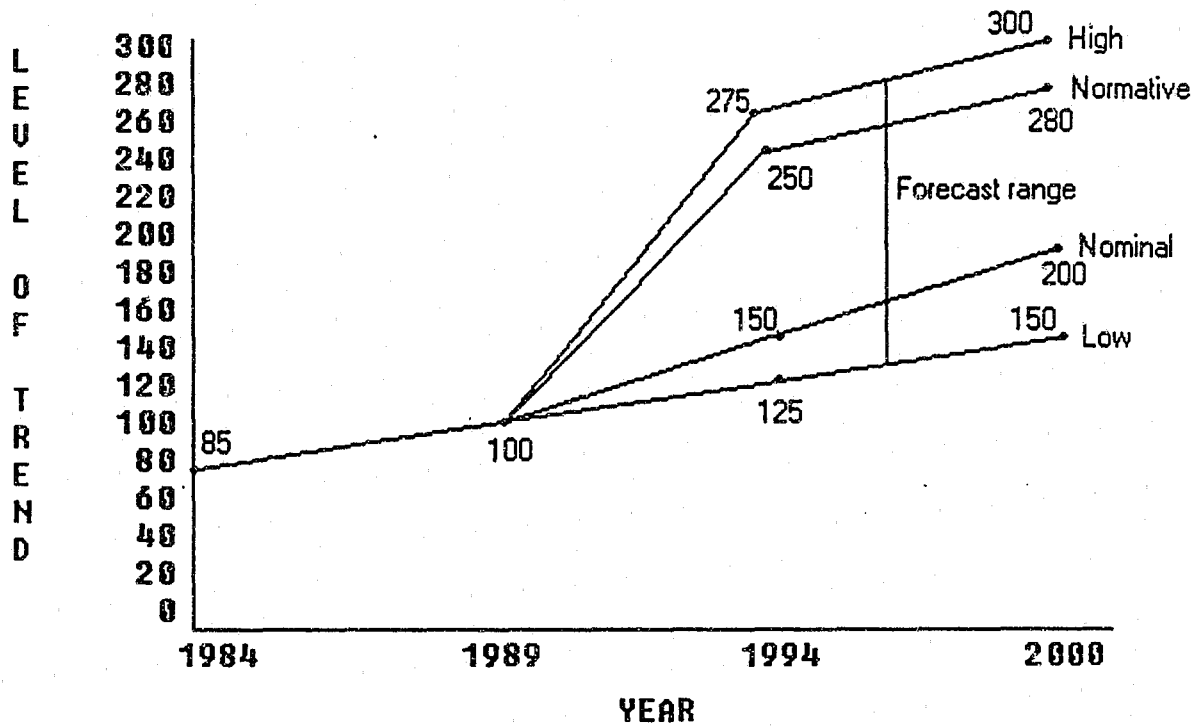
Discussion of Trend 1 - There was general consensus on the positive impact and continual efforts to develop OD within law enforcement agencies. All panel members were of the opinion that there should be a doubling of their efforts by 1994 and a tripling by the turn of the century. Most panel members felt that actual progress would be lower than the normative level with the exception of one member who was of the opinion that increased crime rates after 1994 would reduce these efforts back down to the present level since more resources would be placed on street-level crime fighting. Looking back five years, it was the consensus that this OD trend has been steadily increasing.

TREND 2 - LEVEL OF HUMANISTIC PROFESSIONALISM
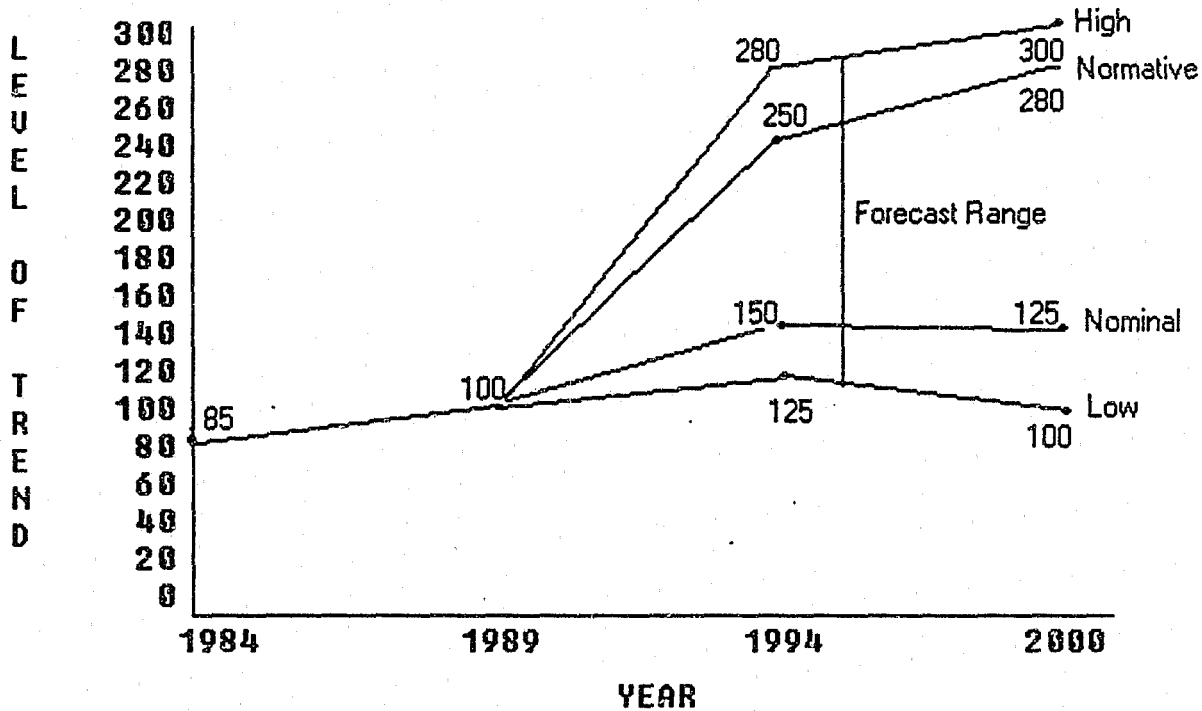
DISCUSSION OF TREND 2 - As with the organizational development trend, there was consensus that the trend had increased during the past five years but that rate would not keep pace with the normative rate due to resistance to change. There was also the view that a wave of conservatism as a backlash to increasing crime rates would mitigate this trend. This theory holds that there would be more of an "up against the wall" mentality, leading to the 125 (low) figure in the year 2000 which would be a down trend from 1994. Looking back five years, the view was that this trend had been steadily increasing.

TREND 3 - POLICE ASSOCIATION/UNION LEVEL OF CONFLICT WITH PSYCHOLOGICAL TESTING FOR PROMOTION
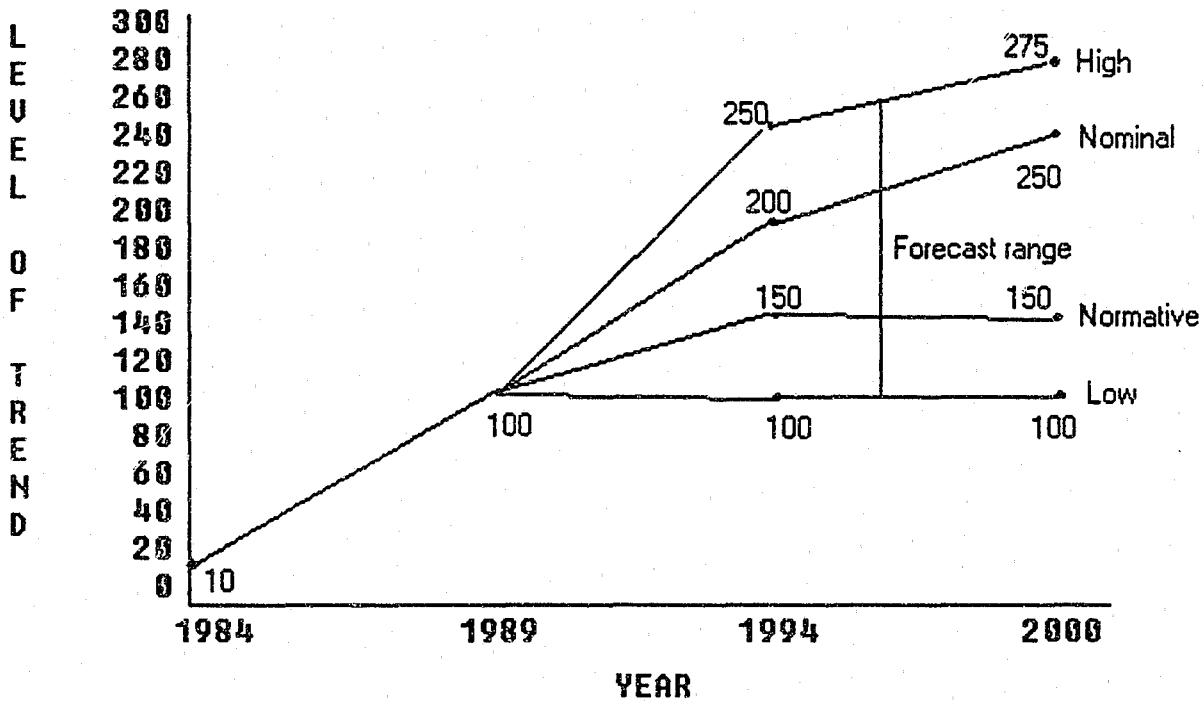
DISCUSSION OF TREND 3 - The panel consensus (even from the labor attorney) was that there would not be a conflict in this area if there is a meaningful conduit for association input into the process. There is not a significant sense of stridency against testing at this time and the normative (optimistic) view was that with appropriate planning and communication, this should not change. However, the pragmatic, realistic (normative, will be) view of the panel was that an absence of this very communication and planning would nearly double the probability that associations/unions would develop a unified stand in opposition to this process. Viewing 1984 to 1989, there was consensus that five years ago this issue was not a significant concern, but perhaps due to this project, it would become a larger issue.

TREND 4 - NUMBER OF OFFICERS REQUIRED TO UNDERGO FITNESS-FOR-DUTY EXAMS AS A RESULT OF PROMOTIONAL PSYCHOLOGICAL TESTING
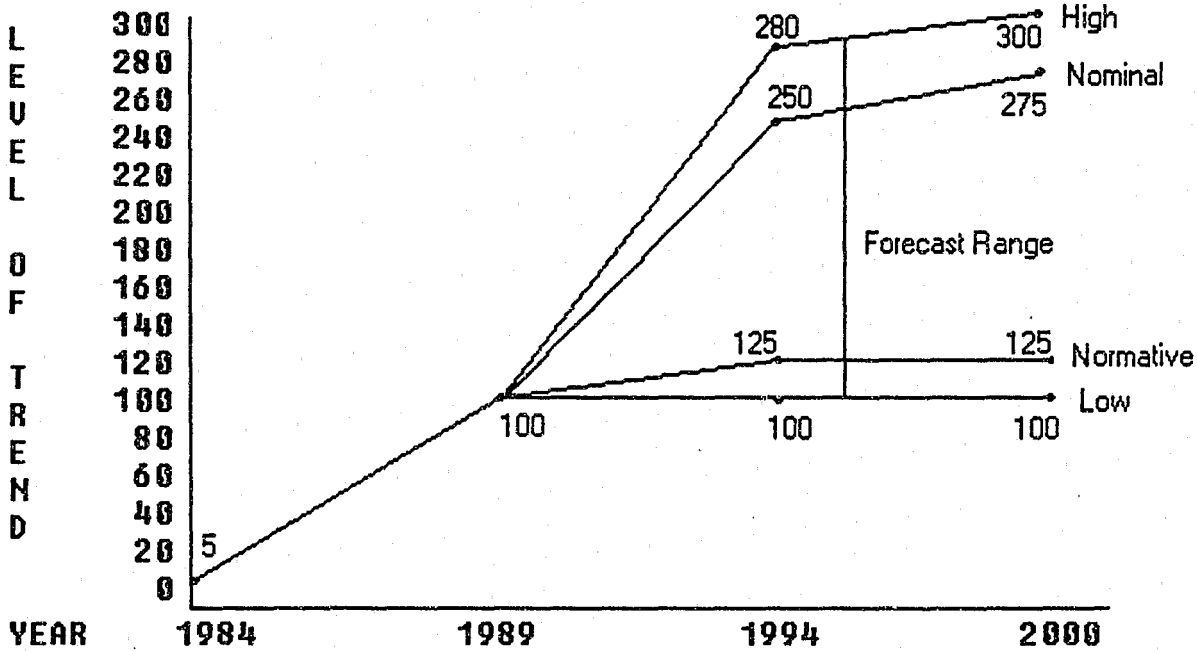
Discussion of Trend 4 - The high (nominal) range was based upon the panel's perception that since entry level psychological screening was only mandated in 1985, many supervisory candidates in 1994 will never have been tested. It is quite possible that a significant number of candidates could be experiencing elevated stress levels which have been masked on the job. There was also consideration of the probability that the testing process itself could lead to high levels of stress and anxiety.

The normative view was that if the testing process is designed properly, i.e. to determine exemplary, interpersonal skills and leadership traits, then psychopathology diagnosis should not be a factor. However, there was consensus on the point that even in the normative environment there should be a slight increase in the need for fitness-for-duty examinations merely because the testing is being done.

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TREND 5 - COURT RULINGS REGARDING PSYCHOLOGICAL
TESTING UNDER EEOC GUIDELINES
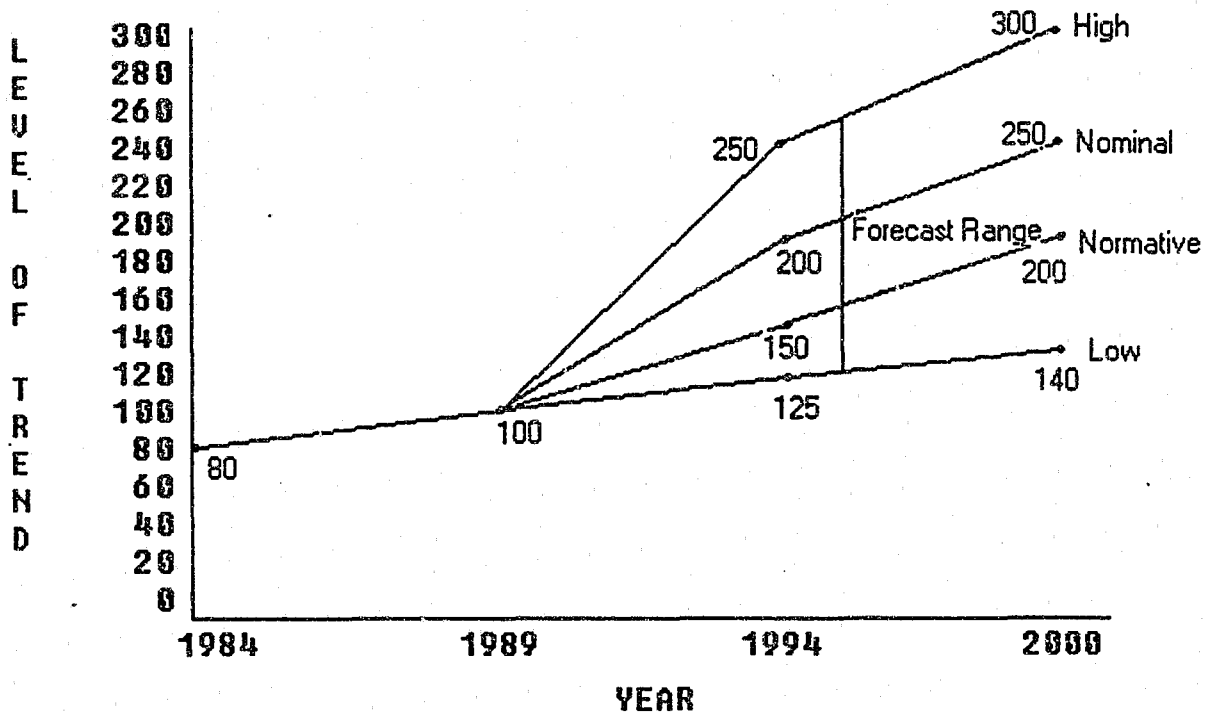
Discussion of Trend 5 - This trend has been increasing in impact for the past

10 years (based upon the Equal Employment Opportunity Commission [1978]

Uniform Guidelines on Employee Selection Procedures). These guidelines prohibit

any employment or selection practice that has an adverse impact on a legally

protected group unless justified by business necessity. The selection procedure

must be job-related and valid. The failure of an employer to maintain adequate

records or to demonstrate a relationship between an employment practice and its

predictability for future job performance may be taken as proof that the practice is

discriminatory.

The nominal view was that there would be a continuous increase in this trend based upon current events. (As an example, there is a current class action suit filed in Alameda County Superior Court on behalf of job applicants who were required to take the MMPI as a part of the hiring process for positions at a well known department store chain. This law suit charges that the test violates privacy rights, the confidentiality of the Medical Information Act, and other protections). The normative perspective was that the courts should monitor and fine tune the psychological testing process to insure that abuses do not take place.

EVENT EVALUATION

The NGT panel next looked at relevant events. Through the NGT process, the panel selected the top five events out of a list of nine (Appendix D). The top five events selected were:

1. Courts/legislature adopt psychological testing Bill of Rights to include second opinion and appeal rights.

2. Positron emission (brain) imaging technology developed to determine personality traits.

3. Courts mandate psychological testing process, delineating specified types of tests, including one-to-one interview with psychologist/psychiatrist.

4. P.O.S.T. Supervisory Leadership Institute develops model personality/leadership traits for supervisors in medium-size police departments.

5. Court decisions for negligent supervision virtually mandate psychological testing of supervisory candidates.

The panel used the Event Statement Form (Table 2) to record probabilities of each event occurring between 1994 and the year 2000. Additionally, the panel was requested to select the year they felt that probability of occurrence would exceed zero. Finally, they were requested to provide a measure of impact (+) (-) on the overall issue if the event were to become a reality. The median of the panel's results was used to plot both probability and impact levels.

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	EVENT STATEMENT	PROBABILITY			Positive Impact (0-10)	Negative Impact (0-10)
		Year that Probability First Exceeds Zero	By 1994 (0-100)	By 2000 (0-100)		
1	Courts/Legislature adopt Psychological Testing Bill of Rights	1994	40	50		-5
2	Positron Emission Brain Imaging technology is used to determine personality traits	1999	0	20		-8
3	Courts/Legislature mandate psychological testing process	1993	65	70	+10	
4	POST develops model personality/leadership traits for police supervisors	1993	50	65	+7	
5	Court decisions for negligent supervision	1993	60	70	+5	

TABLE 2 - EVENT STATEMENT

The following graphic presentations were designed to depict the future time frame and probability rate (%). The graph line begins at the year the probability first exceeds zero.

EVENT 1 - COURTS/LEGISLATURE ADOPT PSYCHOLOGICAL TESTING BILL OF RIGHTS, ET. AL
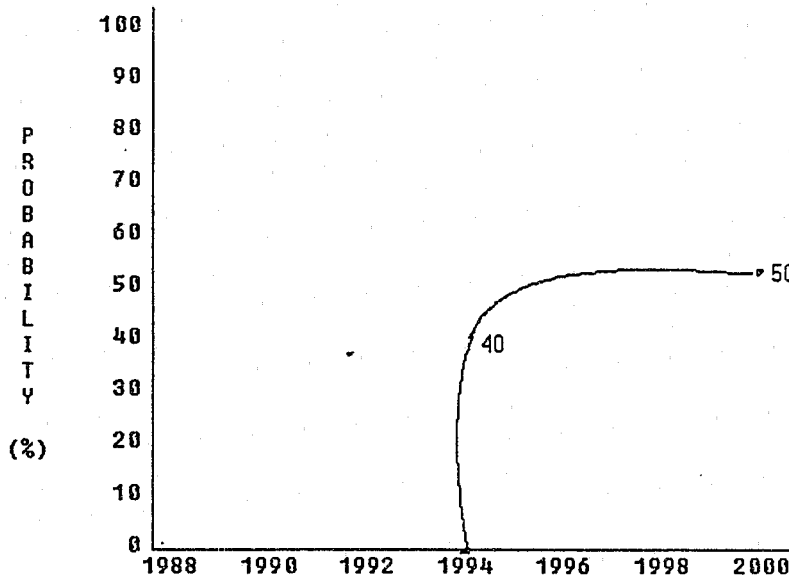
Event 1 was viewed by the panel as having a 40 percent probability of occurrence within the next five years. As with the Peace Officer Bill of Rights, it was felt that organizations such as the Peace Officer Research Association of California (PORAC), with powerful ties to certain legislators, would push for such legislation. If the legislature doesn't enact laws to "protect" individuals subjected to psychological testing (or even if they do), the panel was of the opinion that the courts would interpret Title VII of the 1964 Civil Rights Act which forbids discrimination in employment. By the year 2000, the panel was of the opinion that there would be a 50 percent probability of a court decision or legislation providing expansive legal protections in this area. The panel projected first problems of occurrence at 1994 since this psychological testing field is just now evolving into a viable law enforcement tool.

EVENT 2 - POSITRON EMISSION BRAIN IMAGING TECHNOLOGY IS USED TO DETERMINE PERSONALITY TRAITS
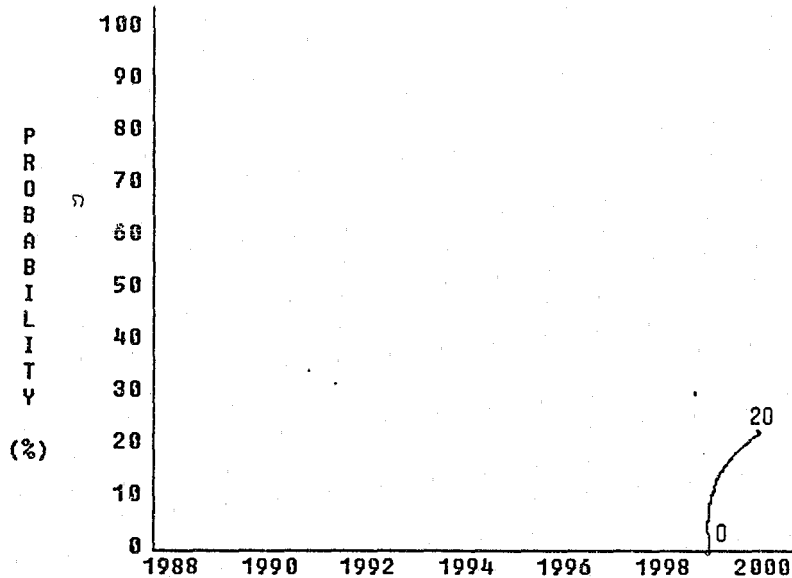
Whether biological traits (genes) can dictate an individual's response to environmental forces is currently a matter of energetic debate in the medical/legal community. U.C. Irvine Medical Center currently uses a Positive Emission Tomography (PET) brain scanning device which may be able to diagnose biological dysfunctions. Brain imaging technology is extremely complex and relies on neurology, psychology and electrophysiology. However, the reason the panel gave for this event first exceeding zero in the year 1999 is that even though this technology will be available, it will not be accepted in the personnel selection arena. If this event occurred, it would smack of Big Brotherism and could tip the scale of psychological profiling too far to the technology side.

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EVENT 3 - LEGISLATURE/COURTS MANDATE PSYCHOLOGICAL TESTING PROCESS, ETC.

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P
R
O    100
B     90
A     80
B
I     70                              ·····················  70
L     60              ······65
I     50             ·
T     40             ·
Y     30             ·
      20             ·
(%)   10             ·
       0 └──────────────────────────────────────
        1988   1990   1992   1994   1996   1998   2000
```
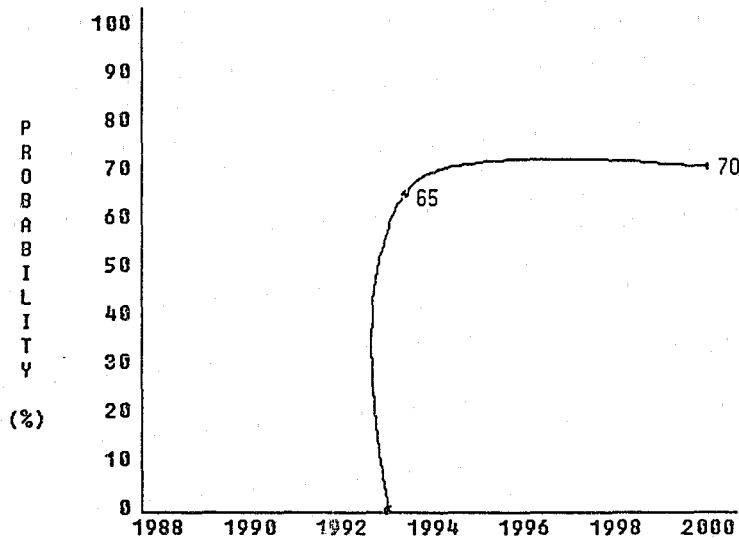
The panel discussion of Event 3 centered around the need to differentiate

between testing for psychopathology or "screening out" candidates (using the MMPI

for example) and testing to determine interpersonal skills, personality type, etc. The

65 percent probability rating by 1994 indicates the panel's view that this event has a

high probability of occurring. P.O.S.T. has mandated (1985) that "all entry level

Peace Officer applicants shall be judged to be free from job-relevant psychopa-

thology, including personality disorders." Therefore, this panel was of the general

opinion that the tests of greatest value in the future for supervisory promotion will be

intelligence, developmental, creativity, reasoning, values, and personality inventory

tests. However, the issue of a candidate not having been tested at all (if hired prior

to 1985) or having changed considerably since date of hire was a difficult issue for

the panel to wrestle with. The primary reasoning for the 65 percent at 1994 rating

was projection of legislative/court intervention to remedy abuses. There are no

standards now and there should be. The +10 impact rating reflected this view.

EVENT 4 - P.O.S.T. SUPERVISORY LEADERSHIP INSTITUTE DEVELOPS MODEL PERSONALITY/LEADERSHIP TRAITS FOR POLICE SUPERVISORS IN MEDIUM SIZED POLICE DEPARTMENTS
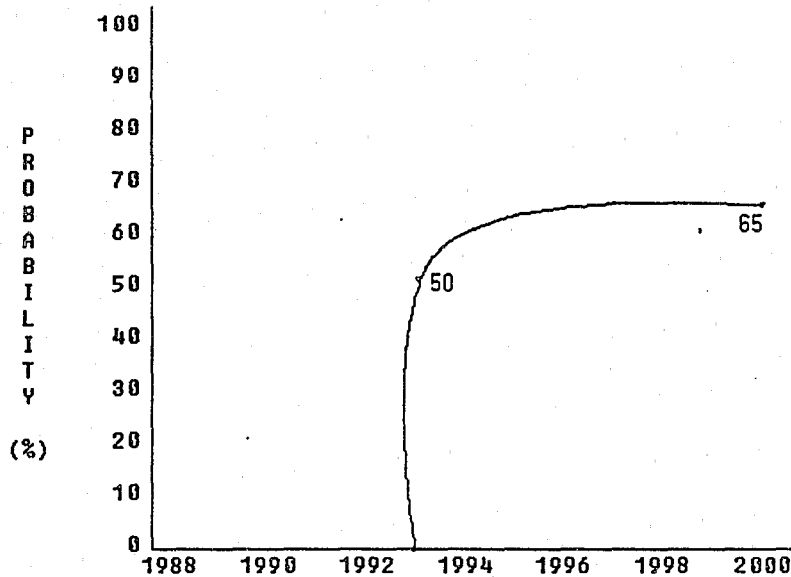
The panel reviewed the preliminary work of the P.O.S.T. Supervisory Leadership Institute, Command College and other available literature pertaining to exemplary traits and behaviors of police supervisors. Based upon the work that has been accomplished to date, the panel reached a consensus that within five years, there would be a 60 percent probability that these "model" standards would be promulgated. This was viewed as having a very positive (+7) impact on the issue.

EVENT 5 - COURT DECISIONS FOR NEGLIGENT SUPERVISION
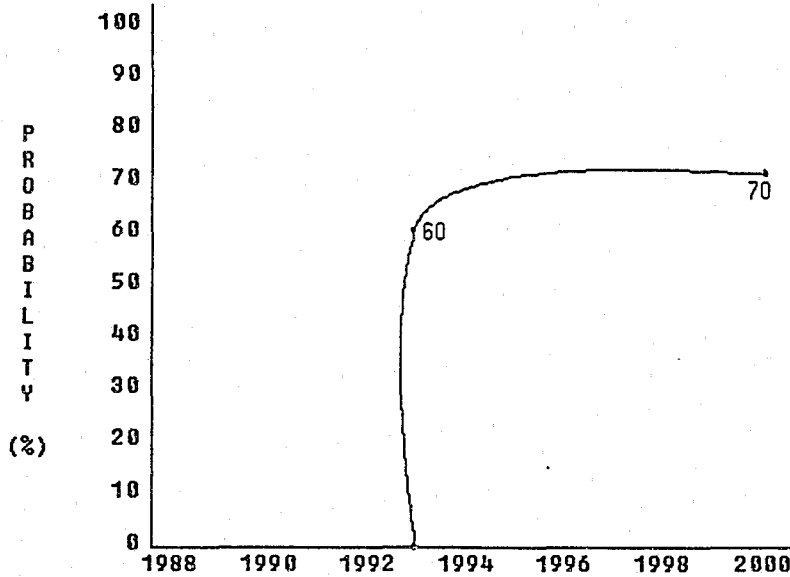
The panel wanted to make it clear from the outset that this event did not relate specifically to testing for psychopathology, but to testing for personality and leadership traits. The psychopathology testing was assumed to have already been accomplished. However, the psychologists on the panel did express their opinion that due to job burnout, stress or domestic turmoil, the initial pre-employment psychological testing results could change negatively. For purposes of this event, the premise was that the courts would review inappropriate supervisory decisions which caused harm to either an employee or a citizen. Even with this limiting definition, the panel saw this as the event most likely to occur. The probability is 60 percent within five years and 70 percent by the year 2000. This event was given a +5 by the group. It would have been higher, but there was some concern that any time the courts mandate a process on local government, it has a negative connotation.

CROSS-IMPACT ANALYSIS

The panel next set out to evaluate cross-impacts. This means the analysis of the impact of each event on all other events and each event on each other trend. By using the Cross-Impact Analysis (Table 3), the panelists provided their numerical values to these interrelationships. For purposes of this segment of the NGT process, each event was assumed to have actually occurred. Using a +100 percent to -100 percent range, the following results were obtained.

CROSS IMPACT ANALYSIS

Suppose that this event actually occurred ▼ .... How would the probability of the events below be affected?

How would the level of these trends be affected?

	Event 1	Event 2	Event 3	Event 4	Event 5	Trend 1	Trend 2	Trend 3	Trend 4	Trend 5
Event 1	▨	-50	+85	+15	+30			-40	-30	-50
Event 2	+80	▨	+80	+20	+20			+90	+20	+80
Event 3	+80	-35	▨	+30	-35			-40	-50	-50
Event 4	+25	+25	+25	▨		+65	+65	-30		
Event 5	+50	+50	+40	+60	▨	+30	+50	-30	+30	+25

TABLE 3 - CROSS IMPACT ANALYSIS MATRIX

Key of Events/Trends

EVENT 1 - Courts/Legislature adopt psychological testing Bill of Rights
EVENT 2 - Positron emission brain imaging used
EVENT 3 - Courts/Legislature mandate psychological testing process
EVENT 4 - P.O.S.T. develops model personality/leadership supervisory traits
EVENT 5 - Large Court judgments for negligent supervision

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TREND 1 - Development of OD by police departments
TREND 2 - Demand for humanistic interpersonal skills
TREND 3 - Police Association/unions develop unified opposition to psychological testing for promotions
TREND 4 - Number of candidates required to undergo fitness-for-duty exams
TREND 5 - Court rulings on psychological testing under EEOC guidelines

SCENARIOS:

Based upon this futures effort in the area of psychological profiling for supervisory selection, three scenarios have been created. These scenarios are all set in the time frame of "by the year 2000." These scenarios reflect glimpses of "what if" situations, evaluate the impact of various policy decisions, and provide a context for subsequent strategic planning efforts. The first scenario is presented in the normative mode which is "desired and attainable." The second scenario is in the "feared but possible" mode, and the third scenario is hypothetical or "what if"?

SCENARIO ONE: "Desired and Attainable"

The field of psychological profiling in law enforcement has been evolving rapidly. The three primary considerations in this area, i.e. development of the supervisor as an integral management component of law enforcement agencies, legal considerations, and development of an accurate psychological profiling process, have developed concurrently to a position of mutual compliment. P.O.S.T. has developed a highly valuable "success quotient profile" for police supervisors. This success quotient profile is based upon the work of Dr. Robin Inwald of Hilson Research, Incorporated, in New York. The success quotient theory includes the major elements of achievement history, sociability, extroversion, popularity/charisma and sensitivity. It also includes the element of a "winner's image" which includes components of competitive spirit, self-worth and family achievement expectations. There is also a very important element in the success quotient pertaining to initiative. This is broken down into the subcomponents of drive, preparation style, goal

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orientation and anxiety about the organization. Finally, the theory includes an element of candor.

The P.O.S.T. Commission has adopted a personnel profile instrument to identify the various elements of the success quotient. In 1997, this process was found by the United States District Court in San Francisco to be constitutional and was specifically found to be free of any adverse impact against any "protected group." The Court found that this process was job relevant and legal under EEOC regulations, specifically the Uniform Guidelines for Employment Selection Procedures. Furthermore, this process was validated and approved by the American Psychological Association, the American Guidance of Personnel Association and the National Measurement Association.

Police administrators began to feel much more comfortable with this procedure to be utilized as a guide in addition to evaluating work performance. It was felt that the value of developing the success quotient theory went a long way toward mitigating the increasing concern over the wide variety of psychological testing instruments and techniques that were being used. The development of a forum of professional organizations also provided a conduit for research and development, linking the psychological, personnel management, legal and law enforcement disciplines.

SCENARIO TWO: "Feared but possible"

When David Cassidy took over as Skypark's new Police Chief, he inherited

three major lawsuits that had been filed against his department. Since Chief Cassidy

had come from the outside, he evaluated each of the lawsuits and determined that

each one was directly related to a supervision problem. He reviewed the personnel

files of the supervisors involved and found that each one of them had some

common traits. Each of these supervisors had been considered a "hard charger" as

a patrol officer, producing a high volume of quality arrests. In addition, each one

had been very active in police association activities. Beneath these traits however,

the Chief saw three individuals who did not have exemplary leadership or

interpersonal skills. They tended to be abrasive, not only with their subordinates,

but with the public as well. They did not have time to be bothered by motivational

theory. It was either get out of the way or get run over!

Chief Cassidy went to the City Manager and asked for his approval to

implement a psychological profiling program to get a better handle on the

interpersonal skills of supervisory candidates. The City Manager responded that he

was sure this would cause another "union beef" and that the City could not afford

the cost. He told the Chief that if he would only "crack down on malcontents" and

ensure that they were tougher on their employees, these things wouldn't happen.

"Besides," the City Manager responded, "all you have to do is look in their personnel

file and talk to other employees to find out what they're all about." The City

Manager also pointed out that, reluctantly, he had implemented an assessment

center process five years previously for supervisory promotions, and he was certain that this would be sufficient. The Chief pointed out that all of the supervisors involved had been selected using the assessment center process and that "someone must have missed something somewhere."

The Chief felt that there had to be a way to use existing technology to develop a better process for selecting supervisors. The Chief planned future meetings with the City Attorney, the City Manager and the Personnel Director to talk about his perception that there has been an increasing trend in court decisions placing increased liability on cities for negligent supervision. The Chief saw a disaster waiting to happen. He knew that there was a great deal of research being conducted in the field of psychological testing, and he decided that he would develop a strategic plan for making a presentation to his City Manager at some point in the future. He got on the phone to the president of the California Police Chiefs Association and asked that this item be placed on the agenda at the next meeting so that he could discuss his concerns with his peers.

SCENARIO THREE: "Hypothetical"

In the neuropsychology clinic at the U.C. Roseland Medical Center, four police officers waited in the lobby. One officer was heard to comment, "I feel like a damn guinea pig going through this brain scan process just to get promoted. Now I know what they mean when they say that someone wants to "pick your brain." Doctor Wisehart, Chief of Biological Psychiatry and operator of U.C. Roseland's Brain

Imaging Center, calls the officer's name. The officer stands up reluctantly, juts out his jaw and is escorted behind the four and a half-ton steel door. Once seated in a control room, which looks like the nerve center for mission control, a technologist straps the officer's arms to a table and, with a laser device, pumps enough radioactive fluorodeoxyglucoce to light up his brain.

Next, the officer will play TETRIS to make him think a little and react. TETRIS was adapted by a Soviet psychologist from a video game idea that a 10-year-old hacker from the Soviet Union came up with. As blocks tumble down the display screen, the officer has to manipulate them so they drop into receiver spaces. What fun.

After the game, the officer lies on a slab, with his head fitted into a rigid plastic mask. For an hour, radioactive sparklers in his head continue to glow among the neurons while Doctor Wisehart turns out colorful graphics showing the metabolism of the officer's mind at work.

This process, costing five thousand dollars per candidate, has substantially reduced the number of employees who wish to become supervisors in the Skypark Police Department. Undergoing such a test as the Positive Emission Tomography Brain Scan is not a police officer's idea of having a wonderful day. Now the City is thinking of using the Computed Axial Tomography and Magnetic Resonance Imaging to do "further studies" if the first test doesn't do the job.

Even Chief Cassidy is at his wit's end with this new technology which seems to be just a form of Big Brotherism. He had merely asked for psychological screening, and just look at how things have gotten out of hand.

The remaining officers in the waiting room ruminated as to how things would be different if there were any police associations or unions. "Back in the old days," one of them commented, "we would have filed a grievance in a minute over this stuff."

POLICY CONSIDERATIONS:

An important component of this futures study is the development and identification of policies that can mitigate negative trends for the overall advantage of the law enforcement community. Introduction of a policy to an event can modify the probability of the event in either a "more likely" or "less likely" mode. Based upon the previous scenarios, in addition to the trends and events previously identified (and their cross-impacts), Scenario One was selected as the most desired outcome. As a result, the following policies should be evaluated:

1. P.O.S.T., the California Peace Officers Association Psychological Services Committee and the California Police Chiefs Association should develop a task-force approach to further evaluate the three critical components of psychological profiling for supervisors, i.e. legal, organizational culture (job-person match) and development of a psychological testing protocol.

2.   All industrial psychologists who are now providing police services in California should be invited to a two-day "summit" to assist the task force in developing a context for further study. Law enforcement agencies utilizing psychological testing for supervisory promotions should be surveyed by the task force since there has been a lack of communication among California law enforcement agencies regarding the use techniques.

3.   Law enforcement should take a proactive stance in supporting the POST Supervisory Leadership Institute and the development of success quotients of supervisors in California.

4.   Law enforcement agencies in California should assist P.O.S.T. and the task force by providing information on existing standards for first line supervisors.

5. The task force should evaluate leadership profiles which have been developed in the private sector and the military for possible applications to law enforcement supervisory standards.

6.   Law enforcement should advocate a P.O.S.T standard which would be codified into law requiring psychological profiling for the promotion of supervisors using the recommended protocol, clinical interview and ensuring that the process is strategically planned and legally defensible.

7.   Law enforcement should advocate that P.O.S.T. monitor and inspect law enforcement agencies to ensure that the appropriate psychological profiling guidelines are adhered to as is currently done with the pre-employment psychological testing process.

The following trends and events were identified from Scenario One:

Trends:

- Rapid evolution of psychological profiling in law enforcement
- Development of supervisors as integral management components in law enforcement agencies
- Clarification of legal concerns
- Development of accurate psychological profiling process
- P.O.S.T. development of "success quotient profile"
- Psychological profiling for promotion testing becoming acceptable

Events:

- P.O.S.T. Commission adopts certified personnel profile instrument
- United States District Court of Appeal finds process to be constitutional
- The process validated by the American Psychological Association and other professional associations

The selection of any policy designed to impact the issue of psychological profiling for supervisory candidates would have to be measured in terms of cost, benefit, practicality, legality and political feasibility. Applying these criteria to the seven policies enumerated, a combination of policies one and three was selected.

Considering policy one (P.O.S.T., C.P.O.A., Psychological Services Committee, California Police Chiefs Association develop a task force approach) and policy three (law enforcement taking a proactive stance in support of P.O.S.T. Supervisory Leadership Institute and development of success quotients), how would the probabilities of the listed events and levels of trends from scenario one be affected?

Trends:

1.   Field of psychological profiling in law enforcement evolving rapidly - The law enforcement policies would affect this trend considerably. There would be a rapid escalation of this trend as a result of these policies.

2.   Development of the supervisor as an integral management component in law enforcement agencies - This trend would be substantially enhanced by policy three's proactive stance in support of the P.O.S.T. Supervisory Leadership Institute. Policy one would even further underscore the need for recognition of the supervisor as an integral management component of modern law enforcement agencies.

3.   Clarification of legal considerations - A key component of policy one, the professional organization task force approach, would be to analyze and develop a strategic plan for clarifying relevant legal issues. This would have a direct, positive impact on this trend. Similarly, development of the P.O.S.T. Supervisory Leadership Institute would serve to provide clarification for the overall environment of developing exemplary standards, and then testing for them would be a component of validating the job relevance of the success quotient theory.

4.   Development of accurate psychological profiling process - Policy one would again have a direct positive impact on this trend. The C.P.O.A. Psychological Services Committee has been devoting a great deal of time to the link between industrial psychology and law enforcement agencies. This has primarily been focusing on entry level psychological testing and critical incident debriefing. This would be an additional component which would directly affect the development of an accurate psychological profiling process.

5. P.O.S.T. development of "success quotient profile" - A professional organization task force approach ("team approach") could directly lead to development of a "success quotient profile." Very positive impact.

6. Psychological profiling for promotional testing becoming acceptable - A task force approach, including professional organizations and P.O.S.T., would certainly lend credibility to the process. Very positive impact.

Events

1. P.O.S.T. Commission adopts personnel profile instrument to identify elements of success quotient - The selected policies would again have a dramatic, positively enhancing effect on this event. The P.O.S.T Commission action would be a direct result of implementation of these policies.

2. United States District Court of Appeal finds the process constitutional - Policy one, evaluating the legal ramifications and ensuring that the process is job-relevant, would provide a foundation for an effective legal argument under EEOC guidelines.

3. Process validated by the American Psychological Association - Ensuring that the American Psychological Association and professional personnel associations endorsed this concept would be a direct outgrowth of policy one.

SUMMARY OF FUTURES RESEARCH

The development of trends, events and their impact on one another, led to the development of scenarios which depict the range of future possibilities from the most pessimistic to the most optimistic. Evaluating the scenario which has the most likely future requires the development of policies. The collaborating professional organizations representing law enforcement, the legal community (both representing municipalities and employee groups), psychological, and municipal personnel management, all have significant roles to play in the development of policies needed for implementation. The future of testing for supervisory candidates requires an analysis of the "success quotient" of each candidate. This can best be done through a psychological screening or profiling process.

PART TWO

STRATEGIC MANAGEMENT

A strategic plan provides a conduit from an analysis-defined present to a scenario-defined future. Previous research has provided a view of the relationship of law enforcement, industrial psychology, leadership development and/or organizational development. Three possible futures were described that were developed in light of the research conducted in these areas as they relate to each other. Scenario one (desired and attainable) was identified as the most desirable future and was selected for use in the development of the strategic plan. Although this plan will utilize the Roseville Police Department as a case study, the goal is to make it applicable to any agency by applying the principals involved in order to adapt a plan to meet its needs.

We begin with an analysis of our present situation. The situational audit used will consist of a WOTS-UP analysis and SAST. WOTS-UP is an acronym for Weaknesses, Opportunities, Threats, and Strengths Underlying Planning, and helps to determine whether the organization is able to deal with its own environment. It is designed to aid in finding the best match between environment trends and internal capabilities. These environmental trends (external to the organization) include opportunities (any favorable situation in the organization's environment that supports the demand for a service and permits enhancement of its position) and threats (any

unfavorable situation in the organization's environment that is potentially damaging to the organization and its strategy).

An organization's resources (internal to the organization) include strengths (the capabilities the organization can use effectively to achieve its objectives), and weaknesses (a limitation, fault, or defect in the organization that will keep it from achieving its objectives). An effective strategy is one that takes advantage of the organization's opportunities by employing its strengths, and wards off its threats by avoiding, correcting or compensating for its weaknesses.

A SAST (Strategic Assumption Surfacing Technique) analysis also contributes to the situation audit and identifies stakeholders related to the issue being studied. Stakeholders are individuals, groups or organizations who are concerned about this issue and are impacted by or are able to influence what the organization does relative to the issue. The principle intent of SAST is to drive home the concept that the organization does not operate in a vacuum, that its policies have implications outside the organization, and that outsiders can impact policy choices and implementation.

WEAKNESSES, OPPORTUNITIES, THREATS, STRENGTHS UNDERLYING PLANNING (WOTS-UP) ANALYSIS

The Environment:

The City of Roseland, with a population of approximately 40,000, is one of the fastest growing cities in the State of California. A suburb of San Geronimo,

Roseland is actually located in Lincoln County. It is the largest city in Lincoln County and the site of several high-tech companies including NEC, Hewlett-Packard, Convergent Technologies, AT&T, and a selected site for development by 3M. Roseland has an excellent balance of residential, commercial and industrial development. It is rapidly evolving from a suburban community surrounding a Southern Pacific rail yard, to a modern, high-tech city. The general plan calls for 34 square miles of incorporated city limits with a "build-out population" of over ninety-two thousand in the year 2010.

The City of Roseland and the Roseland Police Department have also been growing dramatically. The City is in excellent financial condition since it owns its own electrical utility services and receives large sales-tax revenue from auto dealerships, and is the location of the previously mentioned corporations. As a result, the City has always been able to attract energetic, dynamic and highly professional employees. With housing costs roughly half of what one would find in the San Francisco Bay area or Los Angeles/Orange County area, the attractiveness of this area is obvious. The City also provides an excellent employee assistance plan for all of its employees which provides, at no cost, up to six appointments with a psychologist for each member of the employee's family.

The Roseland Police Department began using psychological testing for all entry level employees, sworn and nonsworn, in 1984. The City was willing to spend the money to have this accomplished in order to hire individuals who would be best

suited emotionally to the Police Department. Thus far, the Police Department has only utilized psychological profiling for promotional consideration in the selection of a new police chief in 1988.

There is growing concern on the part of the Risk Management department of the City about liability issues. The City is self-insured, participating in a consortium of self-insured municipalities. Recent court decisions awarding judgments to plaintiffs who have been injured by law enforcement agencies participating in a consortium, have led to increased concern as to appropriate procedures for supervisory selection and training. The City Attorney of Roseland recently asked for a meeting of the city managers and police chiefs to discuss his concern over increasing liability dealing specifically with negligent supervision. The Roseland City Council has also been very concerned as a result of increasing numbers of complaints from citizens as well as grievances they have been hearing on appeal from employees.

Both the Police Department and City have had numerous management and organizational audits, team building workshops, and have implemented Organizational Development, as well as the development of goals and objectives.

Trends - Opportunities:

Five trends were identified in the first part of this study as those most likely to impact the future of law enforcement. These trends will now be examined to see what opportunities and threats they may present.

1. ### Police Department orientation toward Organizational Development (OD)

    ### Opportunity

    Certainly the implementation of organizational development presents the opportunity of viewing the organization as a whole. The organizational development activity simultaneously helps management develop individual managers (supervisors in the context of this study) and improve the organization's ability to attain its goals. The critical opportunity here is the changing of the organizational climate and management style to coincide with established agency philosophy. This provides a context for supervisors with exemplary leadership and interpersonal skills to flourish.

2. ### Level of Humanistic Professionalism

    ### Opportunity

    A high level of humanistic professionalism gives the law enforcement agency the opportunity, through a formal organizational philosophy, to provide what is known in the business as "good PR." "Good PR" has not always had the most positive connotation among field personnel in law enforcement. Humanistic professionalism can also be described as exemplary leader-follower relations. These relations have been defined through three dimensions.[12]

*   <u>Leadership-Member Relations</u> - A degree of confidence, trust and respect which subordinates have in their leader.

*   <u>Task Structure</u> - The degree to which job assignments are procedurized, (i.e., structured or unstructured).

*   <u>Position Power -</u> The degree of influence over power variables such as hiring, firing, discipline, promotion and salary increases.

3.   <u>Police association/union level of conflict with psychological testing for promotions</u>

     <u>Opportunity</u>

The clearest opportunity emerging from this trend would be to marshall this opposition into an effort to "clean up" shoddy psychological testing practices. This would require a comprehensive, interdependent task force approach to be implemented considering the crucial elements of modern psychological technology, legal considerations and the organizational culture of law enforcement agencies. Including labor organizations in this process will be critical.

4.   <u>Number of officers required to undergo Fitness-For-Duty Exams based upon findings for promotional psychological screening</u>

     <u>Opportunity</u>

The potential opportunity under this trend would be that the courts would prohibit inappropriate, unfair, and invalid psychological profiling processes. The ultimate integrity and credibility of the process would be enhanced by such court decisions. It would be much easier to defend the use of a process if it were court sanctioned. An example of what the court might do would be to require only certain instruments as sanctioned by the American Psychiatric Association, require a one-

on-one clinical interview with a feedback component, prohibit brain imaging technology, etc.

5.   Court rulings regarding psychological testing pursuant to EEOC guidelines of content validity

Opportunity

This could mean that these candidates were truly in a state of emotional distress. This would be a positive aspect of the testing since the potential would be there that their distress, anxiety or other symptom of dysfunction would not have been identified otherwise. Interviews with numerous psychologists indicate that just because an individual successfully passed pre-employment psychological tests does not mean that individual would be emotionally stable several years later. The test only determines the state of the "here and now."

Trends - Threats:

1.   Police Department orientation toward Organizational Development (OD)

Threat

The methods which must be employed in OD include a great deal of teamwork and an objective setting. The threat here is that OD may be seen as too cumbersome to please anyone except for top management. If it is not accomplished correctly, the "cure" could be worse than the "illness."

2.   Level of Humanistic Professionalism

Threat

The view of law enforcement hangs in a precarious balance at this time.

There is a potential for a wave of conservatism which would be a reactionary backlash to increasing crime. This reaction could negate any future efforts made to develop exemplary leadership/follower skills. The operative theme would be "back to the basics" or, in other words, "good versus bad," "black versus white," or "just do as I say."

3. Police association/union level of conflict with psychological testing for promotions

Threat

Quite frequently, opposition by organized labor strikes enough anxiety into the hearts and minds of legislators that they immediately react with a preemptive prohibition. The threat would be that through "bad facts" and/or an unfortunate circumstance of abuse of the process, a negative connotation for psychological profiling would develop, thereby virtually preempting any further development of the process, at least in the near future.

4. Number of officers required to undergo Fitness-For-Duty Exams based upon findings for promotional psychological screening

Threat

The potential is that the courts may throw the "baby out with the bath water." It is a truism that "bad facts make bad law." It is also true that there are some psychological profiling techniques in existence at this time which are "mail order," poorly administered and lacking in credibility. A sweeping court edict could preempt this field.

5. Court rulings regarding psychological testing pursuant to EEOC guidelines of content validity

Threat

Since psychological profiling would be designed to determine exemplary leadership traits and interpersonal skills, it could be construed that a high number of fitness-for-duty examination requirements would show that the testing process is too broad and intrusive. If the intent is to "screen in" candidates as opposed to screening them out for emotional instability or other psychological dysfunction, it could be a threat to the future viability of the process if there were a high number of individuals who were determined to be in need of a fitness-for-duty examination as a result of the psychological profiling procedure.

Events - Opportunities:

Five events were also identified in the first part of the study as those most likely to impact the future of law enforcement. These events will now be further examined in order to evaluate the opportunities and threats they may present to local law enforcement.

1. Courts/legislature adopt psychological testing Bill of Rights

Opportunity

The opportunity present in this event is its potential use as a bargaining tool to secure labor/police association support of the concept. The procurement of a second opinion would optional. An individual might want to appeal based on the fact that the psychological profile did not show the leadership traits that this

individual had demonstrated through work performance. This could lead to an appropriate set of checks and balances which would add credibility to the process.

2. <u>Positron Emission Imaging technology is used to determine personality traits</u>

<u>Opportunity</u>

In the event that this future technology would be validated and developed to an acceptable point to the medical and psychiatric community, this could be used as an additional tool to provide an analytical profile of an individual's basic personality. In this way, there would be a biological determination which would preclude a candidate's ability to "mask" certain tendencies. Interviews with several psychologists brought out the fact that individuals typically act differently at home and at work. It is a common occurrence for individuals to suppress and repress instinctive tendencies on the job under routine circumstances. When faced with crisis or stress, those underlying, deeply rooted tendencies manifest themselves.

3. <u>Courts/Legislature mandate psychological testing process</u>

<u>Opportunity</u>

As previously stated, this would be an opportunity for the process to include fair and appropriate techniques. It would provide credibility and professionalism as well as a seal of approval on the psychological testing process. With passage by legislative muster, it would become an opportunity in that the process would then be viable.

4. <u>P.O.S.T. Supervisory Leadership Institute develops model personality/leadership traits for police supervisors in medium-sized police departments</u>

Opportunity

State-of-the-art leadership skills for first line supervisors would be clearly identified. This would make the testing process valid because there would be a set of model traits targeted for identification. This would also provide the opportunity for medium-sized police departments, such as Roseland, to provide recognition that first line supervisors are, in fact, integral components of the management team and the true leaders in the organization. Instead of having a myriad of concepts of what the model first line supervisor should be, there would be a profile in existence to emulate.

5. ## Court decisions for negligent supervision

Opportunity

As a result of an increasing number of judgments against cities for negligent supervision, there would be a concerted effort on the part of cities to upgrade and enhance their selection process for supervisors. As stated above, there would be a recognition that supervisors are an integral part of the management team and, in fact, are leaders of the organization. As such, they would have increased authority and responsibility. The selection process would need to be improved, as would the way the supervisors are viewed and treated within the organization.

As a result, the psychological profiling process, as a component of the overall supervisory testing procedure, would be implemented to ensure that only the candidates with the best personality traits, behaviors and interpersonal skills would be selected.

Events - Threats:

1.   Courts/legislature adopt psychological testing Bill of Rights

Threat

It is conceivable that a psychological testing Bill of Rights could sabotage the process. If every promotional testing process ended up in litigation, delays waiting upon second opinions, and appeals to commissions or courts biased against the process, psychological profiling would be doomed. As in the criminal defense field, there would be numerous psychologists and psychiatrists who would begin specializing in "second opinions," thereby developing notoriety in their field of counter-evaluation.

2.   Positron Emission Imaging technology is used to determine personality traits

Threat

The image of a machine "picking" someone's brain would be unnerving and would have the potential of being highly unpopular. The threat would be that technology is overtaking our good common sense. There could be a tremendous negative reaction to use of such a highly technological tool in this area. Psychology is a sensitive area to many individuals. There is a major concern for privacy when it comes to an individual's thoughts, emotions and motivations.

3.   Courts/legislature mandate psychological testing process

Threat

Any time a court decision or legislative mandate occurs, it essentially means that adverse parties have been unable to reach an accord outside of the legal realm. Quite frequently, the cure is worse than the ailment. The threat here is that those in law enforcement who are trying to achieve a goal of being able to test for the best supervisory candidates, will have given a large part of the process over to legislators and judges. The results could be less than desirable.

4.   P.O.S.T. Supervisory Leadership Institute develops model
      personality/leadership traits for police supervisors in medium-sized police
      departments

Threat

The P.O.S.T. model of exemplary personality/leadership traits might not be universally accepted. Some agencies may respond by challenging those traits. For example, every police department, just as in every organization, has its own personality. A set of model behaviors may not be desirable to the executive leadership of a specific law enforcement agency. There could be conflict generated between local law enforcement and P.O.S.T. The traits would have to be well researched and an effort would have to be made for them to be noncontroversial.

5.   Court decisions for negligent supervision

Threat

As a result of these awards to plaintiffs in cases where supervision has been negligent, the police department and city aim their focus on improved training as opposed to selection procedures. There could be an unwillingness to "tinker" with

the sensitive supervisory selection process but, instead, an attempt made to rehabilitate supervisors who have gone awry. In fact, both efforts would need to be made. It would be unfortunate to focus on one without the other.

Internal Capability Analysis

The organizational resources include an analysis of its strengths and weaknesses. An effective strategy takes advantage of the organization's opportunities by employing its strengths and wards off its threats by avoiding, correcting or compensating for its weaknesses.

In keeping with the need to analyze internal capabilities in a realistic fashion, nine members of the Roseland Police Department were asked to rate the capability and adaptability of the department. The nine members consisted of both sworn and nonsworn personnel. In order to present a broad spectrum of opinion, management, supervision and line personnel were included.

The capability of the Roseland Police Department was evaluated to determine the organization's current and future ability to implement a strategy which would aid implementation of a psychological testing program for supervisory candidates. The ability of the organization to first comprehend the issue, brainstorm alternatives, and then actually implement a strategy, was evaluated in this process.

This assessment provided the basis for determining the current environment of the department. Respondents were asked to rate each category from I (superior) to V (real cause for concern). The responses in each category were averaged among the nine respondents, and the results are shown below.

ORGANIZATIONAL CAPABILITY:

Manpower	2.5	Morale	2.6
Technology	2.7	Problem ID/Solving	2.0
Equipment	2.4	Image	1.8
Facilities	3.5	Council Support	1.6
Funding	2.0	City Manager Support	2.6
Calls for Service	2.2	Community Support	1.5
On View Activity	2.4	Growth	1.3
Supplies	2.4	Management Flexibility	1.4
Management Skills	2.2	Sworn-NonSworn Ratio	2.5
Supervisory Skills	2.6	Salaries	3.6
Officer Skills	2.2	Benefits	3.0
Training	2.5	Personnel Retention	2.6
Attitudes	2.7	Complaints Received	1.6

A review of the organization's capabilities indicates that the department members surveyed view the department's and city's strengths and weaknesses as follows:

Strengths	Weaknesses
Image	Facilities
	Salaries

The personnel surveyed indicated that the department's strengths far outweigh its weaknesses. Additionally, many of the categories that received less than superior or better than average overall rating such as technology, facilities, equipment, deal with the "here and now" and plans for a new facility and increased capital

expenditures in the future have a high probability of increasing those ratings. Of the strengths identified, city council and community support, funding, management flexibility and problem identification and solving would provide valuable assistance in attempting to implement policies and procedures relative to the selection of supervisors with exemplary leadership traits and interpersonal skills.

Of the two weaknesses listed, facilities and salaries, only salaries would have a direct negative impact on the support of such policy development. The rationale is that with inadequate salaries, fewer individuals would be attracted. The overall recruitment environment and career development plan would necessarily be tied to salaries and benefits in comparison to other agencies recruiting the same types of officers and supervisors. Even though none of the scenarios listed discussed the possibility of lateral-entry supervisors being hired from other agencies, this would be a necessary consideration if an adequate pool of supervisory candidates did not exist. It all begins with adequate recruitment at the entry level.

Capability Analysis focuses on the ability of the agency to make the changes necessary in order to effectively deal with future issues, specifically a radical change in the supervisory selection process. Organizational adaptability evaluates elements of the agency and reveals the type of strategy most suitable for policy implementation. The following analysis depicts the agency's level of adaptability to change. The nine respondents were asked to rate each category from 1 (custodial--rejects change) to 5 (flexible--seeks novel change). The responses in each category

were averaged among the nine respondents.

CHANGE CAPABILITY:

Mentality/Personality	3.8	Power Structure	3.0
Skills/Talents	4.1	Structure	4.7
Knowledge/Education	4.4	Resources	3.5
Culture/Norms	4.2	Middle Management	4.0
Rewards/Incentives	2.3	Line Personnel	2.8

This change capability analysis shows that organizationally, the structure of the department lends itself to being highly flexible and seeking novel change. It also reflects that top management has knowledge, education, skills and talents which fall within the strategic and flexible categories between seeking novel change and seeking related change. This capability analysis also speaks well for the organizational climate with a high rating for culture and norms being conducive to seeking related/novel change.

Relative weaknesses would be the rating of rewards and incentives and organizational competence of line personnel. The line personnel receiving a 2.8 rating reflects that, generally speaking, this falls within the category of "seeking familiar change." This could be related to the fact that the police chief is relatively new, having been in the position for less than two years, and there is an effort to develop new organizational norms and culture. The top management would be the first to recognize and relate to such changes. The line personnel are the most distant from organizational change, but they are also the most critical. This indicates that, with regard to changing the methods and procedures of supervisory promotion,

the organizational competence of line personnel is a critical issue.

This WOTS-UP analysis, coupled with the following SAST, will be used to provide direction for implementation of the strategic plan and the situational environment for the transitional plan.

STRATEGIC ASSUMPTION FOR SURFACING TECHNIQUE (S.A.S.T.)

The Strategic Assumption Surfacing Technique (S.A.S.T.) contributes to the situation audit and identifies stakeholders related to the issue being studied. Stakeholders are individuals and groups or organizations who: (1) are impacted by what the organization does in relation to the issue; (2) are able to impact the organization in relation to the issue; (3) are concerned about the issue and/or the organization. A snaildarter is a stakeholder who, though seemingly insignificant, has the ability to drastically impact the organization's policy or action. Stakeholder assumptions are what the plan implementors feel will be the stakeholder's position on the issue (what they will care about or want).

It is critically important to the strategic plan that these players, both internal and external to the organization, be identified. Once identified, their positions can be analyzed, and a course of action to bring about the desired result can be formulated.

The stakeholders and their assumptions were developed after discussion with department members. A list of stakeholders, including snaildarters, was identified as follows:

(Those listed in bold print were selected for further study.)

1. Police Management
2. Police Supervisors
3. **City Manager**
4. **City Personnel Director**
5. **Local Police Association**
6. **PORAC - Statewide Police Association**
7. Other City Unions and Associations
8. City Council
9. News Media
10. Neighboring Law Enforcement Agencies
11. **Legislature**
12. **Courts**
13. Professional Psychiatric Associations
14. Professional Public Employer/Labor Relations Associations
15. **Commission on Peace Officer Standards and Training**
16. American Civil Liberties Union
17. Minority Groups
18. Women's Groups
19. **City Attorney**
20. Personnel Commission
21. City Risk Manager
22. **Professional Law Enforcement Organizations (California Peace Officers/Police Chiefs)**
23. **Local Police Union President***
24. Labor Relations Attorneys
25. Municipal Attorneys
26. Other City Employees
27. Management Consulting Firms (Personnel Search)
28. **Chamber of Commerce***
29. Community Service Clubs
30. Neighborhood Watch Groups

*Identified as snaildarter

The eleven stakeholders thought to be the most critical to the issue of

developing psychological profiling to determine leadership skills and personality traits for first line supervisors (along with identified snaildarters) and their assumed positions are identified as follows:

1. _City Manager_ - He/she has the most crucial role to play in policy implementation. He/she can either take a positive view or a conservative negative view. Strategic planning is necessary to present a comprehensive analysis in order to obtain support from the city manager. This stakeholder received a 2.6 rating in the capability analysis which is somewhat between acceptable to better than average in terms of potential support for this issue, and may be concerned about potential risks.

   Predominant assumptions:

   A. Wants to reduce liability for the city

   B. Reluctant to cause strife within labor relations environment

   C. Reluctant to increase workload and cost for city personnel department.

2. _City Personnel Director_ - Next to the city manager, the personnel director is the most critical individual in the city chain of command regarding implementation of personnel procedural changes. As with the city manager, the personnel director would have to be convinced through strategic planning and being presented with a thorough analysis. His/her support would be crucial.

   Predominant assumptions:

   A. Concerned about workload for his/her department

B. Reluctant to implement a procedure which could lead to grievances

C. Concerned about costs

3. <u>Police Association</u> - As above, support or opposition would be critically determined by preparation and by allowing them to be part of the analysis and "buy in." Could be influenced by statewide umbrella labor group (PORAC) to oppose this plan based on concern for "setting a bad precedent."

   <u>Predominant assumptions:</u>

   A. Concerned about job-relatedness

   B. Would oppose based upon concerns of potential candidates

   C. Concerned about setting a bad precedent for neighboring associations

4. <u>Statewide Police Association</u> - As largest police representation group, would be extremely concerned with precedent. If process met all legal safeguards and was done fairly, a position of neutrality would be, in essence, one of support. There has been no opposition to those agencies using this procedure at this time.

   <u>Predominant assumptions:</u>

   A. Would oppose until all safeguards are in place

   B. Would oppose based upon one agency (Roseland) implementing without statewide approval

   C. Would oppose any enabling legislation which would mandate the process

5.   Legislature - The legislature would only act at the behest of a special interest group and in response to an event or trend. If a grievance or unfair procedure were implemented, an employee representation group could conceivably go to the legislature to obtain legal opposition.

Predominant assumptions:

A.   Would respond to special interests/power group pressure

B.   Would not pass a law that is unconstitutional

C.   Would not pass a law that would be contrary to political philosophy

6.   Courts - Could be pro or con depending upon the nature of the facts presented. Again, the need to preempt any court action by implementing a well-researched, balanced and legally defensible procedure is crucial. Once the courts are involved, it is a "crap shoot."

Predominant assumptions:

A.   Would overturn a law or procedure that is unconstitutional

B.   Would not get involved unless a grievance worked its way through the court system

C.   Would base decisions upon EEOC guidelines

7.   Commission on Police Officer Standards and Training (P.O.S.T.) - P.O.S.T. leadership in supporting the task force concept with a view toward development of guidelines as now exist with the entry-level psychological screening procedures is critical. P.O.S.T. neutrality would not be terminal but would seriously impede further

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development.

Predominant assumptions:

A. Would not lend itself to a research and development effort that did not have broad-based support

B. Would not attempt to mandate a procedure that would only be used by a small percentage of agencies

C. Would endorse the task force approach including all relevant organizations

8. · City Attorney - As with the courts, the city attorney could be a pro or con depending upon the reasonableness and compliance with EEOC regulations. As with polygraph examinations, psychological testing might prompt the city attorney to be very conservative. He/she might oppose expanded use of psychological profiling beyond the P.O.S.T. certified entry level screening process.

Predominant assumptions:

A. Would oppose any procedure that would be unconstitutional

B. Would oppose any procedure which would lead to extensive litigation

C. Would support a proposal that would reduce liability and legal exposure for the City

9. Professional Law Enforcement Organizations (California Peace Officers Association (CPOA)/California Police Chiefs Association (CPCA) -Support by the CPOA would be very valuable since there is a very influential committee

(Psychological Services Committee) which exists under the CPOA umbrella. The CPCA would also be very valuable for support. CPCA neutrality would also be acceptable. CPCA opposition would be extremely damaging since the organization is very powerful in selected areas of concern.

Predominant assumptions:

A.   Would support a concept which could reduce governmental liability

B.   Would support a concept which could lead to selection of better supervisors

C.   Would oppose a proposal that was opposed by a majority of law enforcement agencies

10.   Local Police Association President - The philosophy and posture of this individual is crucial. His/her willingness to be a part of the development of this process for valid reasons is very important. Opposition by this individual could lead to widespread opposition from labor associations, the city personnel commission, etc. This individual is identified as a snaildarter because his/her consideration would be for the organization as a whole, as opposed to one individual within the organization. The Police Association President wields significant power, and if the policy implementation were to occur on his/her "watch" and he/she were favorably inclined, it would be an extremely positive development.

Predominant assumption:

A.   Would oppose a process opposed by a majority of the membership

B.   Would support a proposal endorsed by the majority of the membership

C.   Would support any member who filed a grievance regarding the process

11.   <u>Chamber of Commerce</u> - The Chamber of Commerce would also be a snaildarter in that it is very influential and enjoys a positive working relationship with the police department. It is also developing a subcommittee to deal with employer/employee relations, and it has several professional psychologists as members. Endorsement of such a proposal by the Chamber of Commerce would be unprecedented but would also be extremely valuable.

<u>Predominant assumptions:</u>

A.   Would support a process which would enhance the professional image of the Police department

B.   Would oppose a process which was opposed by the City administration

C.   Would support a procedure which could obtain positive media coverage

STRATEGIC ASSUMPTION SURFACING TECHNIQUE PLOT

The next portion of this study is the plotting of each stakeholder's assumption on a S.A.S.T. map. This is a visual tool to aid in determining the status of the stakeholder and snaildarters. The criteria for plotting are: (1) the importance of the stakeholder's assumptions to the organization and the issue, indicated on the horizontal scale; and (2) the degree of certainty to which the researcher believes the assigned assumption is correct (the stakeholders have made up their minds, either

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in support or opposition), indicated on the vertical scale. Perfect certainty means there is a 100 percent probability that the assigned assumption is correct.

FIGURE 4 - STRATEGIC ASSUMPTION SURFACING TECHNIQUE PLOT

CERTAIN

IV   I

• 4

UNIMPORTANT ————————————————— IMPORTANT

• 9
• 3
• 10
•7

III   II

•6

• 2
•8

• 11 •5

•1

UNCERTAIN
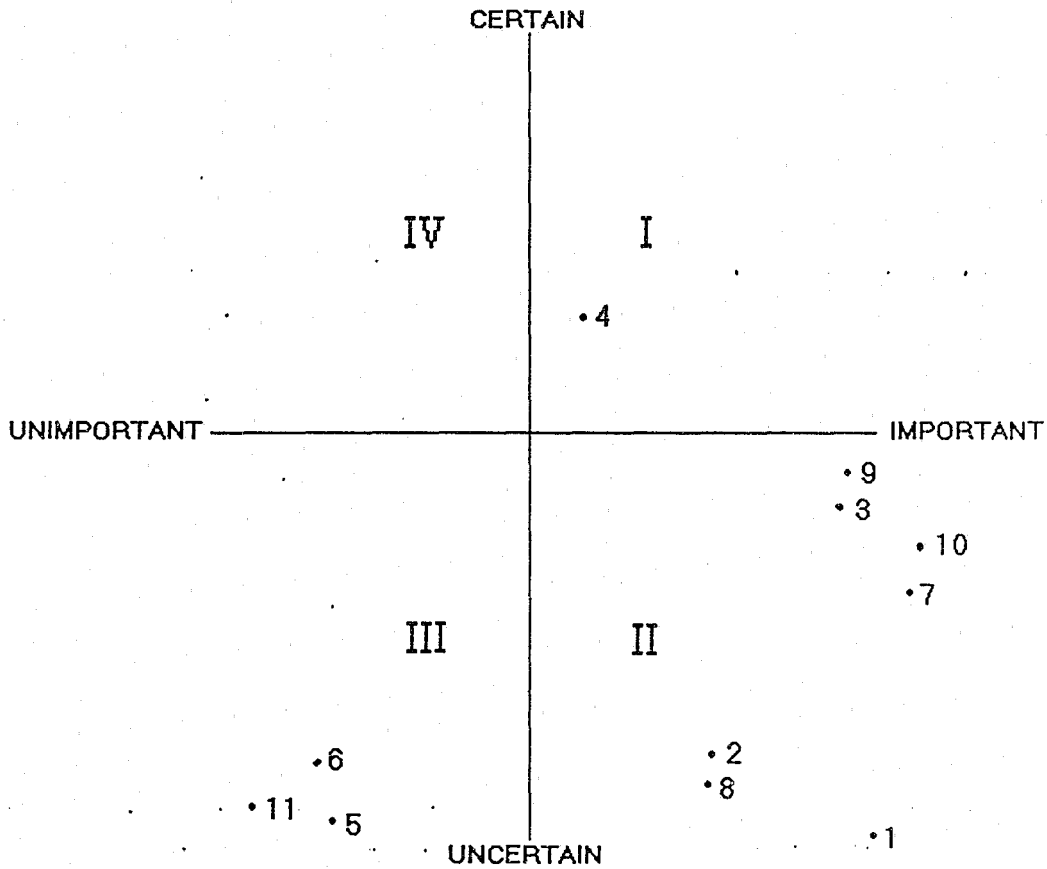
STAKEHOLDERS:

1. City Manager
2. Personnel Director
3. Local Police Association
4. Police Unions
5. Legislature
6. Courts

7. POST
8. City Attorney
9. Professional Law
     Enforcement Organizations
10. POA President
11. Chamber of Commerce

Figure 4 is divided into four quadrants. Quadrant I contains assumptions which are rated as relatively important and certain. The only stakeholders that reside in this area are statewide police associations because they would be relatively certain to oppose psychological testing for supervisory candidates without carefully planning the proposed design. Quadrant II reflects the vast majority of important stakeholders who all reside in an environment of uncertainty. The very important stakeholders, POA President, P.O.S.T., and the city manager, are all in the uncertain category because their reactions depend on the balance, job relatedness, minimal intrusiveness and overall skill with which the proposed design is presented to them. This is also true, though to a lesser extent, with Stakeholder 9, professional law enforcement organizations such as CPOA and CPCA, and the police association. Please note the fact that the police association is rated a bit more towards certain since their "first blush" opposition is more of a certainty. Stakeholder 11, the chamber of commerce, 6, the courts and 5, the Legislature, are on the other side of the scale, but their potential, as previously described, cannot be minimized. They are also placed in the uncertain category. No assumptions in this study were plotted in Quadrant IV (certain but unimportant).

MISSION

The mission of law enforcement is the maintenance of social order through the prevention of crime, protection of lives and property, apprehension of offenders, recovery of property, and preservation of the public peace. The police also perform a variety of miscellaneous services, most of which do not involve any alleged

criminal conduct. It is estimated that 85 percent of all calls for service are non-crime-related. Increasingly, municipal law enforcement agencies are being required to be involved in service-related areas such as dealing with homelessness, child neglect, dysfunctional families, youth cult activities, school related programs, health-related programs and other public service areas.

The promotion of law enforcement supervisors who are able to meet the public, understand social issues and problem solve, as well as imbue the working environment with humanistic concerns, will be extremely important to the law enforcement mission in the twenty-first century. First line supervisors in medium-sized law enforcement agencies typically act as managers, and in many instances, represent the chief of police and the city "after hours."

MODIFIED POLICY DELPHI

The primary objective of the Modified Policy Delphi is to ensure that a variety of alternative strategies designed to address the strategic issue are identified and explored. This allows the researcher to analyze the feasibility and desirability of each alternative. From this it is possible to reduce the number of alternatives to a manageable number for a more complete strategic analysis.

A seven-member committee (consisting of law enforcement and nonlaw enforcement members knowledgeable in the issues) was formed to develop and review alternative strategies. Each member was requested to bring one policy to the

meeting that he/she had prepared in advance. At the meeting, seven alternatives were rated as to each alternative's feasibility and desirability. The following alternatives were presented:

1. Implement psychological profiling at the next supervisory recruitment based on information that currently exists. No further study, no presentation.

2. Implement a local study group including the chief, administrative services captain, personnel and training sergeant, police association president, city personnel director, city risk manager, deputy city attorney and police psychologist, to further study this area and consider developing an implementation policy.

3. Delay any action and advocate a statewide study of this area to include California Police Chiefs Association, California Peace Officers Association, California Association of Labor Relations, police unions and P.O.S.T.

4. Conduct a further evaluation of all other agencies using or considering using psychological profiling for supervisory selection.

5. Retain the existing written and oral interview procedure with no changes.

6. Use the assessment center process with no psychological testing component.

7. Implement the assessment center process with psychological testing as a component.

After developing this list of policy alternatives, members used a Policy Delphi Rating Sheet to determine the overall feasibility and desirability of each policy alternative. The scores were averaged to produce the two highest scoring (numbers 2 and 3) and the most polarized (widest diversity of scores), numbers 5 and 7.

Following the identification of the three alternatives (alternatives 2 and 3 for highest scores and alternative 7 for greatest diversity), the group discussed each alternative and identified the positive and negative aspects of each. A summary of this discussion and the pro and con of each alternative follows:

Alternative 2 - Implementing city study group

This alternative was favored because it would provide for the "buy in" of those critical stakeholders including the city manager, city attorney, personnel director, risk manager and police association president, along with the police psychologist used for pre-employment screening. This study would be a cornerstone to developing policy based upon the findings of the study group.

City Manager - The city manager will support implementation of the study group. He/she is progressive and has a personnel management background. He/she is concerned about liability and he is also a risk taker. His/her support of the city study group is crucial and will provide impetus for the work of the group.

Personnel Director - The personnel director will take his/her lead from the city manager. He/she will be more interested in the "nuts and bolts" of the process as it would impact his/her operation. He/she is also critical to the study group since the personnel department would take the lead in implementing, monitoring and evaluating the process.

Police Association - The police association would want to have not only input, but significant decision-making power into the ultimate configuration of the process. Their participation on the city study group would be very important to the overall understanding of the issues and development of policy.

Police Union - The legal representative of the police union may ask to be a member of the city study group. It would be important to allow this so long as the representative was not intent on being an obstructionist. The PORAC representative would provide a conduit to the statewide police union policy-making group. If they agree with the procedure developed, this could pave the way for implementation of the psychological screening process in other jurisdictions.

Legislature - The Legislature would be less likely to play an adversative role if the city study group were successful in achieving consensus.

Courts - As with the Legislature, the courts would be much less likely to be involved in this process if there were equal "buy in" from all parties (stakeholders).

P.O.S.T. - P.O.S.T. would be very interested in monitoring the progress of the city study group. A model for law enforcement agencies throughout the state could be developed. The work product of the city study group could be presented to P.O.S.T. as a foundation for further refinement.

City Attorney - The city attorney would be able to provide legal counsel within the study group setting. As with the police union representative, the city attorney would provide legal information to the group which might not otherwise be available.

Professional law enforcement organizations - As with P.O.S.T., professional law enforcement organizations would be very interested in seeing what model the city study group develops. Each one of these organizations is represented by small, medium and large law enforcement organizations. They all would be interested in the results of the Roseland model.

P.O.A. President - The P.O.A. President would have a highly visible and significant role to play within the city study group. He/she would also have a critical role to play in "selling" the concept to members of the rank and file who may be very anxious about the process.

Chamber of Commerce - The Chamber of Commerce would be very supportive of the city study group but wary of whether or not consensus was achieved.

The pros and cons of this alternative were identified as follows:

PROS

1. Provides for input from critical stakeholder
2. Provides a direct conduit to implementation
3. Legal and psychological instrumentation issues will be addressed
4. Provides a model for other agencies to emulate

CONS

1. Does not address statewide issues, i.e., union perspective
2. Could still be "blindsided" by legislative or court action based upon other agencies implementing a less effective process

Alternative 3 - Advocate statewide task force to include California Police Chiefs Association, CPOA, labor relations associations, League of California Cities, etc.

This alternative was very desirable because the potential results could lead to a high-level recognition of the viability and validity of the psychological testing process as it relates to supervisory selection. It was rated as possibly feasible (as opposed to definitely feasible) based upon the fact that it would be much more difficult to implement than the local study group. It could build a broad based coalition, however, which would be beneficial to law enforcement statewide.

City Manager - The city manager would be supportive, although the timing of this alternative may be a concern. He/she may wish to wait until the statewide task force has completed its work prior to beginning the city study group.

Personnel Director - The Personnel Director, as a member of the California Public Labor Relations Association, would be in a position to closely monitor if not participate in the statewide task force. He/she could recommend to the City Manager that the City and statewide task forces work concurrently or propose a strategy for consecutive task force implementation.

<u>Police Associations</u> - Similarly, the police association would take its lead from its police union as to whether it should wait until the statewide task force has completed its work prior to implementation of a local task force.

<u>Police Union</u> - Since this is a statewide agency, it would most likely prefer to deal with "macro" policy issues on the statewide level rather than participating on a city study group.

<u>Legislature</u> - The Legislature would be closely monitoring the statewide task force to see if any enabling or prohibitive legislation would be necessary depending on its members' individual political philosophies.

<u>Courts</u> - The courts would have less likelihood of involvement with statewide consensus of professional organizations representing all parties.

<u>P.O.S.T.</u> - P.O.S.T. would either participate in or perhaps facilitate a statewide task force in this area. P.O.S.T. would add credibility to the entire process.

<u>City Attorney</u> - As a member of the League of California Cities' City Attorney's section, the city attorney would be able to closely monitor or participate in the statewide task force. This would provide a conduit from the local city study group

effort to the statewide effort. The city attorney could assist in a complimentary effort which provided mutual benefit to both task force efforts.

Professional law enforcement organizations - They would all be actively involved in the statewide task force effort. This would be a very positive aspect of the task force approach.

P.O.A. President - The P.O.A. President would be concerned that the PORAC participation in a statewide task force would not run contrary to the direction of the local city study group effort.

Chamber of Commerce - The chamber of commerce would be neutral. It would be more concerned with the local issues than the statewide issues.

The pros and cons of this alternative were identified as follows:

PROS

1. Could provide for broad based, statewide support.
2. Would involve agencies of all sizes, providing a full range of pros and cons.
3. Would provide for input from a broader range of experts.
4. Would provide for a more comprehensive view from agencies of all sizes and philosophies. This could include a significant number of agencies who do not want to get involved in this type of process.

CONS

1. The time frame for implementation on the local level would be extended.
2. Based upon varying views and philosophies, the results might not be positive.

<u>Alternative 7</u> - Implementing the assessment center process for psychological testing

This alternative was identified as the most polarized alternative being rated as very desirable but possibly infeasible.

This study deliberately did not focus on this since it had already been studied by previous Command College students. However, the assessment center process, when complimented by psychological profiling, was viewed by the committee to be the most desirable of all the alternative testing models. It was rated as possibly infeasible (this was assumed to be implemented without the prior benefit of a study group). Regardless, the committee felt that it was potentially infeasible without having gone through the implementation of a study group as listed in Alternative 2. Interestingly, when the group discussed desirability and feasibility subsequent to the study group concept, it was rated as both definitely feasible and very desirable. It is obvious by this analysis that Alternative 7 has a tremendous potential.

<u>City Manager</u> - The city manager would have to be convinced that the assessment center process is worth the cost and effort. His/her perception is that the current evaluation process should be sufficient to determine leadership traits, appropriate interpersonal skills, etc. He/she does endorse use of the assessment center for outside candidates, especially at upper management and department head levels.

Personnel Director - The personnel director would be concerned about cost and the impact on his/her department. The value of implementing an assessment center process to include a psychological testing component for first line supervisors would have to be "sold" to him/her.

Police Association - A police association would endorse an assessment center process as being more job-relevant than the current oral board and written test procedure. Members have indicated a desire for the city to develop a testing procedure which would better evaluate those skills required for a supervisor in the City of Roseland.

Police Union - Would not be as concerned with the assessment center process as they would with the psychological testing component. This is because the assessment center process has been in existence for many years and is used by a large number of agencies that the police union represents.

Legislatures/Courts - Their interest would primarily be with the psychological testing component, and addition of the assessment center process would be of little concern to them.

P.O.S.T. - P.O.S.T. uses the assessment center and psychological testing process for selection of individuals who have applied to attend the Command College. It could assist immensely in validating the proposed concept.

City Attorney - His/her interest would be as indicated previously, i.e., his concerns about constitutionality, job-relevancy, complying with EEOC guidelines, avoiding grievances, etc.

Professional law enforcement organizations - Since the assessment center is used widely by law enforcement throughout California for first line supervisory promotions, professional California law enforcement organizations would be supportive. The addition of the assessment center process to the psychological testing proposal could be very positive from the perspective of professional statewide law enforcement organizations.

P.O.A. President - See police associations.

Chamber of Commerce - Neutral

The pros and cons identified for this alternative were as follows:

PROS

1. Would provide for the proven benefits of the assessment center process as well as psychological testing.
2. Could be easily implemented since this process is already used for selection of department heads.
3. The city has a management consultant and the Police department has a psychologist on staff who could collaborate in the development of this process.

CON

1. Could not be implemented without extensive study.

2. Would carry with it all potential negatives associated with any psychological profiling model.
3. Could be very expensive.
4. Would have to obtain concurrence of all stakeholders.

ALTERNATIVE SELECTION

The alternative selected for implementation was a combination of alternatives 2 and 7. This would form a local study group which would evaluate the implementation of psychological profiling as a part of an assessment center process for supervisory promotions.

As previously stated, the city and the department definitely have a high level of capability to implement such a policy. The city prides itself in interdepartmental cooperation and task force efforts. All of the pieces would be in place, and there is precedent in that this process is used for selection of department heads, with the exception of the clinical interview with the psychologist. (It might also be pointed out here that the testing for department heads does include the MMPI and other tests which would identify psychopathology. City administration advises that this is the case since many of the department head candidates are hired from outside the organization.)

The cost of implementing this plan could be an issue. It is estimated that it would cost approximately three thousand dollars for an assessment center with a psychological profiling component. However, there is usually one supervisory

selection process a year, and as the department grows, there would probably be no more than two a year by the turn of the century. The city has the finances available to provide for this process which would significantly enhance the ability to select the supervisors with exemplary leadership and interpersonal skills. This alternative would also provide for input "buy in" from all of the important local stakeholders.

The implementation of an assessment center process to include psychological profiling would provide for a "tried and true" procedure (the assessment center) which typically includes a psychological testing component. This could well make the incorporation of psychological testing more palatable. If psychological testing were a "stand alone" element without being blended into an existing job-relevant process, it could easily be refuted. An assessment center consists of a standardized evaluation of behavior based on multiple inputs. Multiple trained observers and techniques are used. Judgments about behavior are made, in part, from specifically developed assessment simulations.

Psychologists who work in the realm of tests and measurements have sought ways to document the standards and principles associated with professionalism in their field. While they are not law, courts have shown deference to professional standards in considering the validity of specific selection procedures. Three sets of professional guidelines are particularly relevant to this area[13]:

1.   The Principle for the Validation and Use of Personnel Selection Procedures, 1980, published by the Division of Industrial - Organizational Psychology (Division 14) of the American Psychological Association.

2.   The Standards for Educational and Psychological Tests, produced jointly by the American Psychological Association, the American Educational Research Association, and the National Council on Measurement and Education.

3.   The Standards and Ethical Consideration for Assessment Center Operations, 1975, developed by leading practitioners and researchers in the assessment center field.

Study of incorporating the psychological testing component into the assessment center process would gain a great deal of credibility since the assessment center process has already been validated, and standards such as those referenced above exist.

NEGOTIATION STRATEGIES

For a successful implementation of the strategic plan, it is imperative that the stakeholders support and accept not only the policy, but the course of action and the planning phase. This is accomplished through a negotiation process.

City Manager - The support of the city manager is crucial to the implementation of this plan. The city manager was previously the department personnel director and also the risk management coordinator, and therefore has a substantial understanding of the issues. The city manager will be supportive of this study group even though he/she holds a "show me" attitude towards this. In previous discussions (being the devil's advocate), he wonders why the traditional work performance evaluation system would not be sufficient to determine who has exemplary leadership traits and who does not. While he can see the value of psychological profiling and assessment to evaluate candidates coming from outside the department, he is very conservative in his approach to dealing with in-house candidates. However, he/she is progressive in other issues and willing to listen to persuasion.

The city manager **will** negotiate on:

1.   Development of a study group.

2.   Costs associated with such a study.

3.   Evaluation of risk to the city if this policy is or is not implemented.

The city manager **will not** negotiate on:

1.   Turning over the evaluation process to an outside consultant.

2.   Implementing policy without input from association representatives and without feedback from the city council.

3.   Any program that would reflect negatively on the city or the department.

Personnel Director - The personnel director is well versed in modern

personnel management techniques. He/she has a great deal of association with

assessment centers. His/her support will be crucial to securing the support of the

city manager. He/she was recently appointed by the city manager from another city

after having gone through an assessment center with a psychological profiling

component.

The personnel director **will** negotiate on:

1. The composition of and the amount of time required to complete the task force study.

2. The issue of using assessment center psychological profiling for in-house supervisory promotion.

3. Consideration of "meet and confer" items which affect the working environment of employees.

The personnel director **will not** negotiate on:

1. Any process attempting to take management rights away from the decision-making process.

2. Any process that would be blatantly unfair or which would cause EEOC conflict.

3. Any process that would reflect negatively on or discredit the city or the department.

Police Association - Police association support (or at least neutrality) is

essential.

The police association **will** negotiate on:

1. Participation in a task force that relates to the promotional process.

2. Any program which will reflect positively on the department as a whole.

The police association **will not** negotiate on:

1. Any programs which would harm a substantial number of association members.

2. Anything that its legal counsel or PORAC advises would be seriously detrimental to the police association cause.

Police Union -- Support of the police union (the largest statewide police association group of which the local police association is a member) is important but not crucial. Neutrality would be acceptable. Opposition would not be terminable to the process because management and police unions disagree on many things that management has the authority to do.

Police Unions **will** negotiate on:

1. Any process that would assist its membership.

2. Any item which could be positive for the police association's efforts statewide.

Police Unions **will not** negotiate on:

1. Any procedure that would be discriminatory against a large segment of its membership.

2. Any process which would reflect negatively on its ability to represent police officers in the State of California.

<u>Legislature</u> - As previously discussed, the Legislature's involvement would only be as a remedy to a situation.

To the Legislature, anything is negotiable or not negotiable, depending on who wants or does not want it.

<u>Courts</u> - The courts are not in a position to negotiate. They make decisions based upon the constitution and the law.

<u>P.O.S.T.</u> - Support of P.O.S.T. is very important to this project.

P.O.S.T. **will** negotiate on:

1. Procedures which are of benefit to law enforcement in general in the State of California.

2. Participation in a statewide task force.

P.O.S.T. **will not** negotiate on:

1. Anything that would be contrary to the best interest of law enforcement and the State of California.

2. Any area which is contrary to law.

<u>City Attorney</u> - The city attorney's support would be very helpful but not crucial. His/her opposition in the form of a legal opinion would be very damaging.

The city attorney **will** negotiate on:

1.   Developing a process which is legally defensible.

The city attorney **will not** negotiate on:

1.   Any procedure which is illegal or would not comply with EEOC
        guidelines.

Professional Law Enforcement Organizations - In the macro view, the support

of such organizations as California Police Chiefs, California Peace Officers, and the

California Association of Labor Relations Officers would be very helpful. However,

the risk would be significant if they did not approve a program or became bogged

down in infighting. The effect on local implementation could be a negative one.

Professional law enforcement organizations **will** negotiate on:

1.   Any process which would assist law enforcement in general in the State
        of California.

2.   Any area that would reflect positively on the specific organization.

Professional law enforcement organizations **will not** negotiate on:

1.   Any item which would be detrimental to or reflect negatively on law
        enforcement in the State of California.

Police Association President - Support of the police association president is

crucial. The police association president is extremely influential within the

association. Just as opposition to the plan could be critical, support of the plan

could be extremely beneficial.

The police association president **will** negotiate on:

1.   Any item which would reflect positively on the membership as a whole or provide opportunities for the membership.

2.   Any item which would assist the police department in enhancing its positive reputation.

3.   Anything which would provide good public relations to the city, department or organization.

The association president **will not** negotiate on:

1.   Anything which would reflect negatively or be detrimental to the health and welfare of the association membership.

2.   Anything which would be detrimental to the reputation of the police department.

Chamber of Commerce - I have stated previously that the Chamber of

Commerce may or may not have a role to play but if it did, it could be significant.

The chamber of commerce would be **willing** to negotiate on:

1.   Anything which would benefit the community in general and/or improve the quality of life.

2.   Anything which would improve the economic vitality of the community.

3.   Anything which would enhance the reputation of the community as a place where individuals would desire to live and work.

The chamber of commerce **would not** be willing to negotiate on:

1.   Anything that would be detrimental to the image of the city.

SUMMARY

The point of negotiation is to find the "the golden mean," which is a point of agreement wherein a cooperative effort will result in a plan that is mutually agreeable and workable. Up to this point, the problem has been outlined, the future defined and a strategic management plan developed.

A strategic management plan can be successfully negotiated with appropriate negotiation techniques. There is value in this strategic management plan for each one of the stakeholders. The key ingredients to the negotiation strategy for this project is to "market" the need for change. In the development of the "future state," it became clear that a new and job-relevant process must be developed for the selection of first line supervisors. The stakeholders have a wide range of relationships to the issues at hand. Certain assumptions have been assigned to the stakeholders and, based upon those assumptions or biases, a negotiation strategy has been developed. Each stakeholder holds the potential of contributing to a win-win scenario. The final step in this project is the development of the transition management plan allowing the organization to move from the present to the desired future state.

PART THREE

TRANSITION MANAGEMENT

Transition management consists of the movement of an organization from its present state to its desired future state. Getting from the present to the desired state, the period when the actual changes take place, is called the transition state. In managing the overall change process, it is always important to (1) determine the major tasks and activities for the transition period, and (2) determine structures and management mechanisms necessary to accomplish those tasks.[14]

This project will necessitate a local task force approach including representation from the police department, city, police association and the department psychologist. The purpose is to develop an implementation strategy for the future of supervisory selection including the assessment center and psychological profiling process. Considering the present state of these individuals and groups, it is important to pose the question, "What steps must be taken to achieve the successful implementation of this program?" It is understanding these steps that will set the foundation for success in the transition process and will lead to the ultimate success of the program.

COMMITMENT PLANNING

Even well-made plans will not insure the desired change unless one has the commitment of persons critical to the change effort. The planners must determine

who in the organization must be committed to the change and to carrying it out for the change to actually take place. A commitment plan is a strategy, involving a series of action steps, devised to secure the support of those subsystems which are vital to the change effort. The steps in developing a commitment plan are:

1. Identify target individuals or groups whose commitment is needed.

2. Define the critical mass needed to insure the effectiveness of the change.

3. Develop a plan for getting the commitment of the critical mass.

4. Create a monitoring system to assess the progress.

Critical Mass Analysis

The first step is identifying those key players who represent the critical mass. The "critical mass" is defined as those people/groups whose active commitment is necessary to provide the energy for the change to occur (e.g., certain key executives, certain group leaders, etc.)

The individuals or groups whose active commitment is considered essential to the success of the proposed course of action are identified as:

1. Chief of Police

2. Police Department Psychologist

3. City Manager

4. Personnel Director

5. Police Association President

6. City Attorney

7.   Police Union Representative

The second step is to assign commitment assumptions to each player in
terms of their disposition toward the proposed change at this time. The
Commitment Analysis Chart indicates the present position (X) of each critical
stakeholder (inside and outside of the organization) identified in Part Two based on
the author's best judgment as to their present commitment to change. It also
depicts the minimum commitment (O) that is necessary for the change to occur, with
the arrow designating the direction of movement required to get the necessary
commitment. The four levels of commitment are: "will block it," "let it happen," "help
it happen," and "make it happen."

Key Players	Will Block It	Let It Happen	Help It Happen	Make It Happen
Police Chief			⊗O	
Police Psychologist		X——►O		
City Manager	X——			——►O
Personnel Director	X——		►O	
Association Pres.	X——		►O	
City Attorney	X——		►O	
Union Rep.	X——	►O		

X = Present Position   O = Desired Position

FIGURE 5 - COMMITMENT ANALYSIS

100

The police chief is now in a position to "help it happen." He/she must gear up his efforts and conduct research, analysis, develop a strategic plan and make a cogent presentation to other critical stakeholders in order to increase the probability of the strategy to succeed. The chief can not "make it happen," but he can facilitate, negotiate and "broker" the proposal to a higher level of the "help it happen" category.

The police psychologist is a constant ally in this effort. He/she is in the "let it happen" mode at this time since he/she is really not involved in the process. It would be important to move the police psychologist into the "help it happen" category, which is the desired position. The police psychologist can contribute to this through increased technical assistance. However, there must be constant consideration that the police psychologist cannot be too visible or aggressive in this effort since it may seem to be self-serving. The police psychologist must serve in an advisory capacity.

The city manager is in a position where he/she needs to be convinced. Without his/her support, even his/her neutrality "will block" the project. He/she needs to be convinced through a thorough analysis and study. This will move him/her from the "will block it" category to the "make it happen" category.

The personnel director who is also responsible for risk management, is now in a position of assisting to facilitate further study of this option. Although he/she also

needs to be convinced, he/she is amenable to further study. He/she needs to be convinced by research and further presentation to be moved from the "help it happen" category to the "make it happen" mode.

The association president would be in a position of need to be thoroughly convinced of the merits of this project, otherwise he will block the program. To move the association president to the "help it happen" category would be sufficient, but to move him to the "help it happen" category would be extremely beneficial.

The city attorney begins in the "will block it" category inasmuch as there is certainly a potential for dealing with high risk, litigation possibilities, dealing with grievances, etc. He/she begins, therefore, in the "will block it", category, and his/her desired position is to "help it happen." If a balanced and fair procedure is proposed and the city attorney legally approves of the concept, he/she could be moved to a "help it happen" category.

The police union representative must also be in a position of needing to be convinced. The "what's in it for us?" question would be brought up. Questions as to why the existing procedure is not adequate, the fact that this could be discriminatory, questions regarding the validity of testing, etc., would initially place the PORAC representative in a "will block it" mode. Keep in mind that it is the job of the PORAC representative to watch out for the best interest of all association members from a legal defense perspective. Through negotiation and adequate

presentation and also through being kept apprised of task force progress by the association president, the PORAC representative could be moved to a "let it happen" position.

With the identification of commitment obtained and commitment needed for successful implementation of the plan, the obvious question is, "How is it obtained?" Clearly, resistance is a normal part of the change process. If the required commitment to a change effort is not there, it must be assumed that there is resistance to the change. In eliminating resistance, a situation must be created that is neutral. Here no one is forced to take a position, and positions are clarified rather than challenged.

There are a number of intervention strategies that can be employed to create the conditions for commitment. Two such strategies are "problem finding" and "educational intervention." Problem finding allows all those concerned with the change to get together to identify and clarify all aspects of any identified problems. The "educational intervention" strategy allows for the education of all participants on understanding a change problem as well as each other's issues and concerns. These strategies will be used in a "planning meeting" which will be scheduled as the first meeting of a working group (comprised of key players and any others who may lend expertise to this issue). The purpose of this meeting will be to develop as many issues/concerns as possible. This will allow discussion and mutual education on the duties and responsibilities of the different agencies involved. Since all

members will be from varying disciplines, the meeting may lead to a better understanding of each other's concerns. This might then result in a commitment from the group as a whole to work toward the implementation of a plan which would promote the greatest assistance possible to development of a selection process which would include psychological profiling of supervisory candidates.

Management Structure

It is necessary, prior to beginning the transition process, to determine how this phase will be managed and by whom. The most appropriate management system and structure for the ambiguous transition state is the one that creates the least tension with the ongoing system and the most opportunity to facilitate and develop the new system.[15]

Several management structures may be used during the transition phase, but the two positions that will dominate are the project manager and the representatives of constituencies. The police chief would be designated the project manager.

To advise the project manager, a group will be formed of those representing the major constituencies involved in the change, both from inside and outside the department. A good working relationship between the project manager and these constituencies will be essential to the success of the program. To take advantage of the diversity among the members of the implementation group, a responsibility chart is included showing the actions or decisions that need to be accomplished.

Along with this, the members will be responsible for the achievement of their designated assignments.

Responsibility Charting

This technique focuses on allocating work responsibilities to the participants during the transition phase of the strategic plan. The decisions or actions necessary to carry out the transition are noted, and responsibility for action is assigned to each participant (such as responsibility, approval, support, information). Only one person may be assigned responsibility for any one activity. Figure 7 is a Responsibility Chart showing assignments for bringing about the change desired.

Decisions which must be made include the scheduling of the planning meeting, selection of the project manager, development of guidelines, setting of the date of implementation, research, presentation, and development of an evaluation schedule. Each one of the actors listed are critical to the internal process of implementation. The police chief has responsibility for scheduling the planning meeting, selection of the project manager, development of guidelines, ensuring that research is conducted, and most importantly, ensuring that the presentation is made with the greatest amount of information and with the best technique. Secondary responsibilities are his support in setting an evaluation schedule and his approval of an implementation date. Many of these decisions could be delegated, but due to the critical importance of this strategic plan implementation, the chief has adopted a much more "hands on" approach.

There are seven decisions which have been identified as being crucial to the implementation of this strategy.

1.   Schedule Planning Meeting - It is critical that a planning meeting include the police chief, police psychologist, personnel director, association president, city attorney, police union representative and risk manager.

2.   Selection of a Project Manager - This responsibility has been given to the police chief by the city manager. It is crucial that a project manager be selected who has support if not approval of all the actors. Therefore, even though the chief has responsibility for selection of the project manager and the personnel director is the only one who has the right to veto, support is certainly needed from the police psychologist, association president, police union representative and risk manager. The project manager will be responsible for developing the guidelines, working toward implementation, conducting research and putting together the presentation and designing an evaluation process.

3.   Develop Guidelines - These will primarily be technical guidelines which will include legal analysis, personnel procedures, and could include recommendations such as which tests will be used, a one-on-one interview with the psychologist, performance feedback, and appeal procedures as examples.

4.   Set Implementation Date - This is a critical area which must be evaluated very carefully. An implementation date selected with haste could jeopardize the entire

process. Therefore, the personnel director who is responsible for implementation has the responsibility for setting the implementation date with the approval of the police chief and the support of all other actors.

5.   Research - The research into this project largely includes the psychological testing mechanism. The police chief has responsibility for this area although the risk manager and the personnel and training sergeant, along with the police psychologist, will be doing the bulk of research. The city attorney will also be conducting research from a legal perspective.

6.   Presentation - The responsibility of the police chief, the presentation is, in essence, the marketing strategy for selling this program to those entities represented by the actors. This could include a video presentation, slides, testimony from other professionals or any other combination of methods to portray the project in the most favorable light.

7.   Set Evaluation Schedule - The development of evaluation standards will be very challenging. How does one evaluate psychological testing? This will be one area that will require significant support from the police psychologist. The evaluation schedule will out of necessity be long range. While the personnel director has primary responsibility for it, the police psychologist will work with his colleagues in attempting to obtain the widest possible sample of supervisory promotions throughout the state made with and without psychological profiling including the

tracking of performance evaluations for extended periods of time.

The police psychologist has a predominantly supportive role in all categories with the exception of developing guidelines for which he/she would have approval. This results from the technical aspect of psychological testing procedures.

The personnel director has been delegated by the city manager to represent city administration in this effort. As such, he has responsibility for setting the implementation date, setting the evaluation schedule, and he/she has approval responsibility and authority for scheduling the planning meeting, selecting the project manager, developing guidelines and making the presentation. The reason the personnel director does not have responsibility for selecting the project manager is a result of an agreement between the city manager and the chief of police; the chief will be the project manager.

The association president is also in a strongly supportive role. The development of guidelines is one area that the association president must approve. This is because the city task force approach has statewide ramifications, and certainly the interaction with the police union as a statewide labor organization has significant ramifications.

The personnel and training sergeant also provides a supportive role, especially in the area of research. The need to study other agency procedures in

this area will be very important. As was found in the initial survey, many law enforcement agencies currently use this process, and there is a need to obtain as much information as possible on current uses and applications of psychological screening within law enforcement in California.

The city attorney is required to be at the planning meeting although his/her role is mainly one of support. In the area of guideline development, however, the city attorney has the right to veto as a result of legal analysis.

The police union representative's role is also mainly supportive (hopefully) although the representative will be an important member to attend the planning meeting. The guideline development area will not carry with it the right to veto for the PORAC representative, but approval is very important.

The risk manager works with the personnel director and will also have a large role to play in research through the Municipal Risk Management Association and the League of California Cities. The risk manager will be an integral part of the planning meeting and in all other areas will be supportive.

FIGURE 6 - RESPONSIBILITY CHART

ACTORS

DECISIONS	Chief of Police	Police Psych.	Pers. Director	Assoc. Pres.	Pers. & Training Sgt.	City Attorney	Union Rep.	Risk Mgr.
Schedule Planning Meeting	R	A	A	A	S	A	A	A
Select Project Manager	R	S	A	S	I	I	S	S
Develop Guidelines	R	A	A	A	S	A	S	S
Set Implementation Date	A	S	R	S	S	S	S	S
Research	R	S	S	S	S	S	S	S
Presentation	R	S	A	S	I	S	S	S
Set Evaluation Schedule	S	S	R	S	I	S	S	S

R = Responsibility (not necessarily authority)
A = Approval (right to veto)
S = Support (put resources toward)
I = Inform (to be consulted before action)

Monitoring and Evaluation

Monitoring and evaluation are integral parts of the management process. Monitoring will allow the concerned managers to know whether the organization is beginning to move toward its desired future. The monitoring and evaluation of this transition phase will be the responsibility of the project manager who has the responsibility and the authority to ensure that the plan moves forward. He/she will meet regularly with other key players, and will coordinate communications through all participants in this process and will report such progress to the chief executive.

Program evaluation will be concerned with the various aspects of the program, including efficiency, operation, effectiveness and adequacy of performance. Such questions to be answered would include:

1.   Is the program working?

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2. Is the program producing the desired result?

3. Is the program commensurate with the funds consumed?

4. Are there better ways to solve this problem?

To make an evaluation of the effectiveness of this program, the following statistical information will be compiled:

1. The number of candidates who have been tested

2. The number of candidates who have been deemed to have emotional instability or dysfunction

3. The number of candidates who fit within the category of having exemplary leadership traits

4. The number of candidates who have been promoted even though they did not meet the "exemplary personality/leadership traits" profile

5. The cost of the process prior- and post-implementation

6. Comparison of performance appraisals, pre- and post-implementation

7. Surveys of managers, supervisors, subordinates, and citizens

A written evaluation will be conducted every three months during the first year of this program, and every six months the second year and annually thereafter. It will be the responsibility of the program manager (chief) to complete this evaluation with the aid of the personnel department. This evaluation will be reviewed by the city manager, personnel director, and police chief management.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

My personal bias is strongly toward including in any assessment technique the use of those psychological instruments which provide both self and subordinate or peer evaluations of leader behavior. Assessment centers which include both simulations and psychological testing seem to have considerable utility. However, they require professional staff and are expensive -- but in most cases truly cost effective over the long haul period.[16] (Walter Ulmer)

This study has focused on the future use of psychological profiling as a tool for the selection of supervisors in medium-sized law enforcement agencies by the year 2000. There are three major components to this study, (1) the validity of psychological testing techniques, (2) implementation of an organizational development effort in order to "match" candidates to the environment of their organization, and (3) legal issues.

Psychological testing techniques - In Appendix E, 44 psychological testing instruments mentioned in the literature search for this study are listed. This gives an overview of the large number of options available in psychological testing. The question must be posed, "Testing for what and how?" The study has shown that there are viable and job-relevant testing procedures which can be tailored for the need of any law enforcement agency. However, a great deal of further study is needed due to the scarcity of historical data specifically regarding psychological profiling for the promotion of supervisors in law enforcement agencies in California.

This study shows that there has been very little use of this process on a statewide scale. It is clear that an increasing number of law enforcement administrators and police psychologists are interested in and are considering the future application of psychological profiling in the first line supervisor selection process. A previous Command College study concluded, "A process of selecting individuals with strong personality traits in those identified areas will become the standard. The implementation of the screening procedures will thereby result in a more efficient and effective work force."[17] That same conclusion is made with respect to psychological testing for supervisory candidates.

It is clear from this research that the psychological screening conducted at the entry-level background investigation phase for law enforcement officers is inadequate to identify potential leadership traits. The entry-level testing is primarily to determine psychopathology and emotional instability. There may be some agencies who use tests which identify exemplary interpersonal or leadership skills, but these tests are secondary to the mandated "screening out" testing.

An interview with a police psychologist for purposes of this study elicited an instructive scenario. There was a candidate for police supervisor in a medium-sized California law enforcement agency who had an excellent work history. Unbeknownst to the department, the candidate was dealing with a very stressful domestic situation involving family illness. The candidate entered the process for selection and very much wished to be promoted. Through the psychological testing component, it was

determined that the candidate was in no way emotionally capable of handling the increased stress and responsibilities of the promotion at that particular time. The testing process gave the chief the ability to understand the dilemmas involved in that particular candidate.[18]

Recommendations for use of the psychological tests in this context would include the following:

1. Assurance that the psychological information is a tool for selection and that the selection decision does not totally hinge on the psychological profile.

2. Ensure that all candidates are aware of the process through inclusion on the job announcement and also through an orientation session prior to the test.

3. Consider testing the top candidates being considered for selection after the traditional testing process--be it written, oral, or in an assessment center.

4. Include a one-on-one clinical interview with the evaluating psychologist.

5. Ensure that the psychologist provides feedback, not only to the chief or whoever is making the selection, but also to the candidate.

Legal considerations

1. Meet and confer - It is likely that imposition of psychological screening in the promotional selection process falls within the scope of meeting and conferring.[19]

2. Job nexus - This relates to the need for determining what the ideal or model traits are. There must be a determination that the department can connect what it seeks to test for in the psychological screening process with what is needed on the job.[20]

3. Reliability of procedure - Psychological profiling must be proven to be reliable vis-a-vis identification of employees which would best suit the agency's "style."[21]

4. Possible disciplinary and/or liability consequences - Psychological

profiling may create a legal problem if the test results show that a candidate who has otherwise been a good employee has some psychological disorder. This would place the department in the awkward position of knowing it has an employee who has psychological problems but has a good employment record.[22]

The need for "working through" these concerns is best described as:

> The most important person the police department employs, in terms of potential liability, is the sergeant. The sergeant has the greatest amount of contact with officers, handles backup and field supervision, performs evaluations, and acts as a watch commander representing the entire police department after hours. Many departments overlook the selection process for first line supervisor. Inappropriately trained and screened supervisors are liabilities waiting to happen. How do we minimize this risk? Mere knowledge is not sufficient. It is the duty of the chief to look out for the psychological welfare of all officers. There is no question in my mind that there is job-relatedness between the mental fitness for a candidate for sergeant and the ability of that sergeant to do the job. However, it is important to determine which tests accurately measure the dimensions which are "job related".[23]

There is a growing body of literature that quite consistently shows that psychological screening does not have adverse impact against females or racial/ethnic minorities. These collective statistical studies, unfortunately, do not rule out the possibility of adverse impact occurring in an individual department. It is, therefore, important that agencies maintain selection statistics to ensure there is no adverse impact against classes protected by the EEOC Uniform Guidelines.[24]

Organizational Development - Sears, Roebuck and Company has developed corporate values and is perhaps the private-sector model for use of psychological profiling to ensure that supervisory and management candidates share these values. Sears has been conducting this testing since the 1940's and is a pioneer in large

scale business-related testing. All supervisory and management candidates at Sears are given a battery of tests which include measures of leadership traits, activity, sociability, confidence, agreeability, tolerance, ability to delegate, emotional composure and other dimensions.[25] Sears also uses the Allport Study of Values which has been tailored for specific Sears' needs. In order for law enforcement agencies to show the job nexus delineated in the legal analysis of this study, they must also develop organizational values. Perhaps the most important part of the organizational development effort as it relates to this study, is the definition of exemplary traits as it relates to first line supervisors. Certainly the P.O.S.T. Supervisory Leadership Institute is making a very valuable contribution to this body of research.

Each organization, however, within the context of city policy and philosophy, must articulate the "vision" or desired end state of the organization. In addition to "vision," it is essential to devote time to clarifying the organization's core mission.

SUMMARY

The psychological profiling of candidates for first line supervisor in law enforcement is of value to agencies committed to promoting supervisors with leadership and interpersonal skills which best match the department's philosophy. This leads to the inescapable conclusion that for agencies to implement this approach for promotion of first line supervisors, they first must define their operational philosophy. For example, through team building the Roseland Police

Department determined the following value statements which set standards for first line supervisors.

Roseland Police Department Value Statement

1. **High-Tech/High-Touch**: State-of-the-art technology with humanistic public service.

2. **Dynamic quality in all positions**: Always learning, thinking, analyzing, evaluating and improving.

3. **Reliable, professional service delivery**: Timely, consistent and understanding.

4. **Open communication, horizontal and vertical**: Listen, ask speak up.

5. **Foster an environment** conducive to a consistently high level of personal and professional ethics and conduct.

6. **Demonstrated care and concern for all** employees and all citizens.

7. **Training** - All levels of the Department; Executive, Management, Supervisory and Line Level in order to facilitate values one through six.

8. **High Trust - Low Control.**

Values statements such as these can provide a law enforcement agency with an environment in which to begin the process of developing job-relevant psychological profiling standards.

This study has analyzed the legal, psychological, personnel-management, and law-enforcement elements of using psychological profiling as a part of a promotional process. Legal experts contacted regarding this study speak to the need for

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selecting the very best first-line supervisors, whether civilian or sworn. Law enforcement psychologists speak to the need for acceptable industry standards for such profiling as has been developed for entry-level testing. Personnel managers (including risk managers) want to find ways to reduce municipal liability with regard to negligent retention, negligent supervision, and other examples of vicarious liabilities arising from police actions.

Law enforcement managers desire to come up with a better way to promote a supervisor than merely giving them an oral board, a boiler plate written test, and consideration of what kind of a street officer they have been. The need to determine exemplary interpersonal and leadership skills calls for a far more comprehensive process. The labor relations area is one that can be a significant obstacle in the development of this concept. However, through development of an appropriate strategic plan, taking into account the macro and micro issues, including the stakeholders and taking into account snaildarters, an appropriate negotiation strategy can be developed. Police associations and unions also wish to have supervisors with the best interpersonal skills. The jobs of the rank and file will be made much easier, and productivity will be much more efficient with supervisors who "match" the values of the law enforcement agency.

The further study of these critical areas including the psychological testing process, legal considerations and preparation of the organization for the psychological profiling process must be studied and evaluated not only by individual

entities, but through a statewide evaluation effort. P.O.S.T., professional law enforcement agencies, police labor groups and public employee organizations must put their collective expertise together in order to provide cohesiveness and a legally defensible process. Hopefully, the research conducted for this study and these recommendations will lead to such an endeavor.

There must be a validation component included with the development of any psychological profiling process. As a part of developing guidelines with all parties of interest, criteria must be developed to evaluate the success of the process. There is currently such an effort under way to address the psychological screening process for entry-level law enforcement officers. The International Association of Directors of Law Enforcement Standards and Training has undertaken this effort on a national level. Dr. George E. Hargraves, in his presentation entitled, "Psychological Screening for Law Enforcement Officers," presented to the International Association of Directors of Law Enforcement Standards and Training in Salt Lake City, Utah on September 16, 1989, concluded that most research conducted on psychological assessment in law enforcement has focused on identifying procedures that are related to the selection criteria, while relatively little effort has been devoted to developing actual behavioral/personality standards.[26] A recommendation to a study group dealing with this area would be that future studies in both the entry-level selection process and the selection of first line supervisors should be directed toward the following:

1. Identifying more specifically those psychological attributes that enhance or impair job performance.

2. Specifying relationships between assessment procedures and important

psychological attributes.

3. Collecting longitudinal outcome data and comparing it to performance characteristics to refine the selection process.

4. The data obtained from this research should be used to articulate highly specific behavioral standards for selection.

This research effort reveals that much of the work needed for evaluation of

supervisory selection standards has a parallel course with entry-level standards.

APPENDICES

PSYCHOLOGICAL TESTING--SUPERVISORY PROMOTIONAL PROCESS QUESTIONNAIRE

1. Has your agency used **psychological profiling** as a component of testing candidates for first line supervisory? ____Yes ____No
    If **YES**, please complete questions 2. through 11.
    If **NO**, please go to question 12.

2. Which traits have you tested for?

    _____

3. How were these dimensions selected? (i.e., Dimensions developed by you or through test instrument?)

    _____

4. What test instruments were used? E.G, MMPI, CPI, MEYERS-BRIGGS, PF16, Etc.?

    _____

5. If a candidate did not match the selected dimensions, was that grounds for disqualification? ____Yes ____No

6. Have any validation studies been conducted relative to success rates for supervisors selected utilizing the psychological testing process? ____Yes ____No If yes, please describe.

    _____

    _____

    _____

7. How do you perceive the overall results of this process?

    _____

8. Do you plan to continue use of this process? ____Yes ____No ____Unsure

9. Please estimate the number of candidates for first line supervisor tested utilizing psychological testing.

    _____

10. Were any grievances or protests made by the P.O.A. regarding use of psychological testing for promotions? ____Yes ____No
    If yes, what was the issue and outcome? _____

11. Please provide name, address and telephone number of psychologist(s) used.

    _____

    If your agency has **NEVER** used **Psychological Testing** as a component of first line supervisory promotional processes, please complete the following:

12. Has use of this process been considered? ____Yes ____No

13. If considered, why was it never used? _____

    _____

14. Please attach any material pertaining to your agency's use of this process or pertaining to decisions **not** to use this process.
    Completed by: _____

    _____
    (Please print name and rank below signature)

    _____
    (Responding Agency)

PSYCHOLOGICAL TESTING QUESTIONNAIRE

1. Have you utilized psychological profiling to assist law enforcement
   agencies in selecting first line supervisors? ____Yes ____No
   If YES, please complete the following questions.

2. Have you implemented:
   A. Testing for dysfunctions which would be disqualifying traits
      (such as with entry-level testing) ____Yes ____No
   B. Testing for personality traits which would be compatible with the
      employing agency. ____Yes ____No
   Please describe the instruments utilized for this testing. E.G, MMPI,
   Myers-Briggs, etc.

   _____

3. Please estimate the number of processes in which you have provided
   psychological services for first line supervisor in California law
   enforcement agencies. Processes____ Candidates____

4. To your knowledge, have these tests been scored and weighted as a part
   of the official testing process? ____Yes ____No
   A. If NO, how did the employer utilize the information you
      developed?

   _____

5. Did you assist the agencies in defining their organizational climates
   prior to the testing? ____Yes ____No

6. To your knowledge, did the employing agency attempt to "match" the
   candidates with the organizational climate existing within the
   employing agency? ____Yes ____No

7. Do you feel that candidate-organizational climate matching is an
   important part of the process? ____Yes ____No
   Please provide reason why. _____

   _____

8. Can you identify any trends, events or anticipated future developments
   in the area of psychological profiling to determine personality/
   leadership traits in law enforcement agencies.

   _____

****

Any information you can provide with regards to articles, successful
programs or unsuccessful programs using psychological profiling for the
selection of candidates for first line supervisors would be sincerely
appreciated. Thank you for your help.

Questionnaire completed by: _____

_____

_____

CANDIDATE TRENDS

1. Increased efforts of police departments towards organizational development (OD).

2. Increased level of humanistic professionalism, i.e. demand for exemplary interpersonal skills.

3. Cost of psychological testing decreases/increases.

4. Psychological testing field infiltrated with unprofessional mail order, "charlatans."

5. Police associations/unions develop unified position opposing psychological testing for promotions.

6. Courts tighten procedures on psychological testing under EEOC Uniform Guidelines on Employee Selection Procedures.

7. Increased number of candidates required to undergo "fitness-for-duty" examinations based upon findings of promotional psychological screening.

8. Increased number of chiefs contract with police psychologist based upon this study.

9. Brain scan psychology technology leads to negative public opinion.

10. Changing social mores.

11. Affirmative Action pressures.

12. Unrealistic expectations of supervisors.

13. Vicarious liability issues.

14. Wave of conservatism.

15. Increased recognition of mental health issues.

16. Employee Assistance Programs.

17. Civilian Review Boards.

CANDIDATE EVENTS

1. Courts/legislature adopt psychological testing Bill of Rights to include second opinion/appeal rights.

2. Positron Emission (brain) imaging technology is used to determine personality traits.

3. DNA bio-chemical research determines blood test to determine personality traits.

4. Biological psychiatric research reveals that interpersonal skills and personality traits can be altered chemically.

5. Courts uphold validity of specific psychological profiling instruments.

6. Courts/legislature mandate psychological testing process delineating specified types of tests, including one-to-one interview with psychologist/psychiatrist.

7. P.O.S.T. develops model personality/leadership traits for supervisors in medium sized police departments.

8. Court decisions award large judgments for negligent supervision.

9. City Managers/Personnel Directors oppose the mandate concept.

LIST OF PSYCHOLOGICAL TESTS MENTIONED IN SURVEYS, INTERVIEWS, LITERATURE RELEVANT TO PSYCHOLOGICAL PROFILING OF POLICE OFFICERS

1.   Allport-Vernon Values

2.   Behavioral Police Assessment Device (B-PAD)-Videotest

3.   Bender Visual Motor

4.   Blake-Mouton Management Grid

5.   California Psychological Inventory (CPI)

6.   Cattel Culture Fair Intelligence Test (CFIQ)

7.   Chapin Social Insight Test

8.   Clinical Analysis Questionnaire (CAQ)

9.   Edwards Personal Preference Schedule (EPPS)

10.   Forer Structure Completion Test

11.   Fundamental Interpersonal Relations Orientation-B (FIRO-B)

12.   General Aptitude Test Battery

13.   Gordon Personality Profile Inventory

14.   Guilford-Zimmerman Temperament Survey

15.   Hilson Personnel Profile/Success Quotient (HPP/SQ)

16.   House, Tree, Persons Drawing (HTP)

17.   Inwald Personality Inventory (IPI)

18.   Job Perception Inventory

19.   Kahn Symbol Arrangement Test

20.   Leadership Practices Inventory

21. Machover Draw-A-Person

22. Manson Evaluation

23. Meyers-Briggs Personality Type Inventory (MBTI)

24. Minnesota Multiphasic Personality Inventory (MMPI)

25. Motivational Analysis Test (LMAT)

26. Niederhoffer's Cynicism Scale

27. Personal Preference Inventory (PPI)

28. Personal Style Survey

29. Projective Drawings

30. Reid Public Safety Survey

31. Rorschach Test

32. Rotter Incomplete Sentence Blank (ISB)

33. Sacks Sentence Completion Test

34. Shaffer Personality Inventory

35. 16 Personality Factor (16PF)

36. Strong-Campbell Vocational Interest Blank

37. Szondi Projective Type Test

38. TAIS

39. Test of Attentional & Interpersonal Style

40. Test of Social Insight

41. Thematic Apperception Test (TAT)

42. Vocational Interest Measure (LVIM)

43. Watson-Glaser Critical Thinking Appraisal

44.   Wechsler Adult Intelligence Scale (WAIS)

45.   Wonderliz Personnel Test

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