

# **LAW ENFORCEMENT SELECTION PROCESS**

## **A TIME FOR CHANGE**

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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 the Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).**

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## EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

## SITUATION

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

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

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

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

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

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

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

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

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

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

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

ability in use of good judgment, common sense, leadership, oral and written skills and sensitivity to others.

Chief McGee, of Ocala, Florida Police Department, found assessment centers helpful to determine the skills, knowledge and behavior patterns of police applicants. The assessment center approach, although costly, can be accomplished by training existing personnel to perform as assessors.

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

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

#### QUESTIONNAIRE RESULTS

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

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

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

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

Question One asked if there was a correlation between successful law enforcement agencies and the selection processes used. 96.8% answered in the affirmative.

Chief Jimmo of Carlsbad Police Department comments "Agencies that select more carefully are more successful in maintaining a good image and positive attitudes."

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

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

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

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

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

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

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

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

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

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

indicated that this statement was valid.

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

- ( 9) Written Examination: 14.5% responded least supportive, 42% in the most supportive range
- (10) Polygraph Examination: 9.7% responded least supportive, 54.9% in the most supportive range
- (11) Oral Interview: 8.1% responded least supportive, 71.0% in the most supportive range
- (12) Psychological Examination: 13.2% responded least supportive, 77.4% in the most supportive range
- (13) Background Investigation: 1.6% responded least supportive, 91.9% in the most supportive range
- (14) Assessment Centers: 27.5% responded least supportive, 51.6% in the most supportive range

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

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

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

(17) Oral:                   8.1% considered it of little use  
                              69.4% considered it very useful

(18) Written:               46.8% considered it of little use  
                              14.5% considered it very useful

(19) Psychological:       16.1% considered it of little use  
                              64.5% considered very useful

(20) Background:          11.3% considered it of little use  
                              82.2% considered it very useful

Question 12B Loyalty:

(21) Oral:                   25.8% considered it of little use  
                              40.3% considered it very useful

(22) Written:               67.8% considered it of little use  
                              6.5% considered it very useful

(23) Psychological:       9.7% considered it of little use  
                              58.1% considered method very useful

(24) Background:          8.1% considered it of little use  
                              82.3% considered it very useful

Question 12C Judgement:

(25) Oral:                   4.8% considered it of little use  
                              75.8% considered it very useful

(26) Written:               37.1% considered it of little use  
                              30.6% considered it very useful

(27) Psychological: 14.5% considered it of little use  
61.2% considered method very useful

(28) Background: 8.0% considered it of little use  
77.4% considered it very useful

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

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

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

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

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

#### QUESTIONNAIRE SUMMARY

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

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

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

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

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

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

#### SUMMARY OF INTERVIEWS

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

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

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

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

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

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

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

Interview Summary - Captain Nalley, Officer Selection  
Recruiter, U.S. Marine Corps

During the interview with the Marine recruiter, Captain Nalley who is assigned to Officer Selection, it was found

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

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

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

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

#### Interview Summary - Dave Perez, Recruiter, IBM Company

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

It was explained that total assessment examines several areas

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

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

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

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

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

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

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

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

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

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

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

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

#### Interview Summary - Nancy Bohl, Police Psychologist

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

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

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

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

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

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

Interview Summary - Psychologist Robert Fench, Ph.D., Southern California Institute

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

California Institute located in Brea, California.

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

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

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

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

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

## RESOURCES

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

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

### Psychological Assessment Test

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

### Computer Assisted Testing

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

## Background Investigations

At present, there are private companies that conduct in-depth background investigations for private firms.

These companies have the expertise and personnel to conduct background investigations for law enforcement agencies that do not have the available personnel to conduct their own background investigations.

## STAKEHOLDERS

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

1. Police Managers
  - . Chiefs and Sheriffs
2. P.O.S.T. Commission
3. City/County Officials
  - . City Council/Board of Supervisors
4. City/County Personnel Managers
5. Legal community
  - . E.E.O.C. (Equal Employment Opportunity Commission)
6. Minority organizations
  - . NAACP/ACLU

7. Law Enforcement Associations/Unions
8. Law Enforcement psychologists
9. Educational institutions
  - . Colleges and universities
10. Business Communities
  - . Chambers of Commerce

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

#### 1. POLICE MANAGERS

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

2. P.O.S.T. COMMISSION

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

3. CITY/COUNTY OFFICIALS

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

4. CITY/COUNTY PERSONNEL MANAGERS

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

personnel managers would be difficult at best.

#### 5. LEGAL COMMUNITY

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

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

#### 6. MINORITY ORGANIZATIONS

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

#### 7. LAW ENFORCEMENT ASSOCIATIONS

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

8. LAW ENFORCEMENT PSYCHOLOGISTS

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

9. EDUCATIONAL INSTITUTIONS

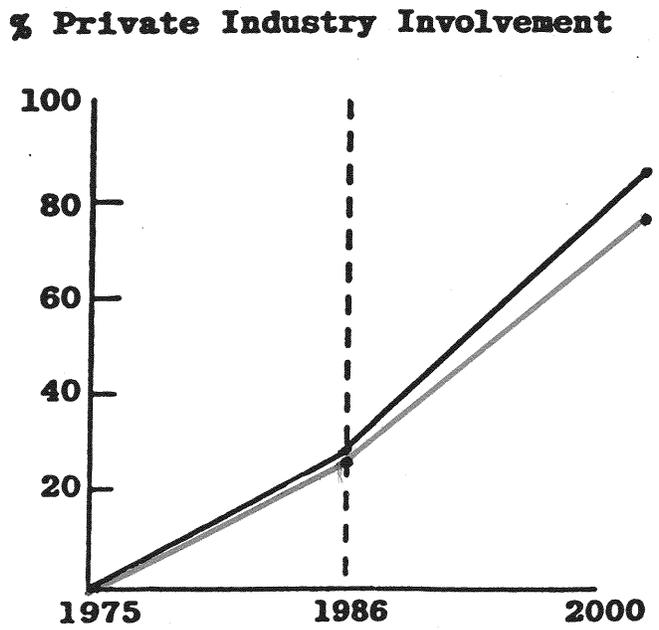
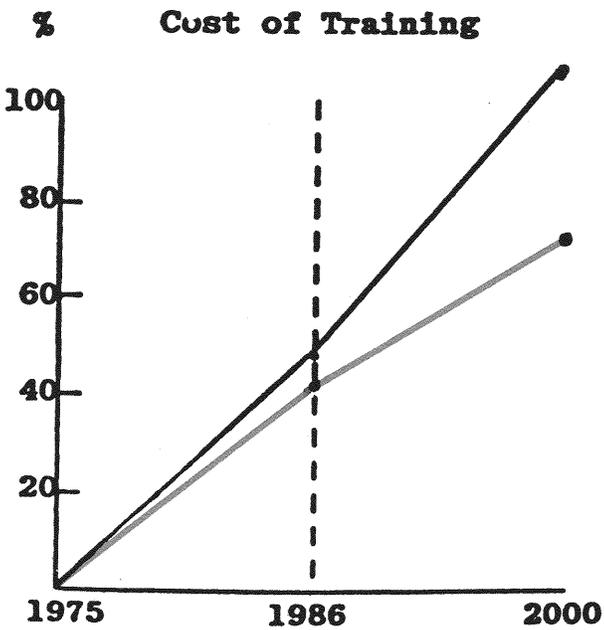
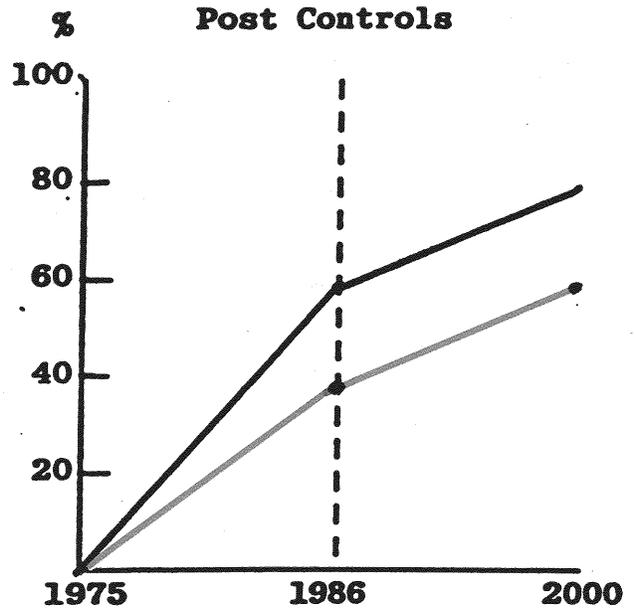
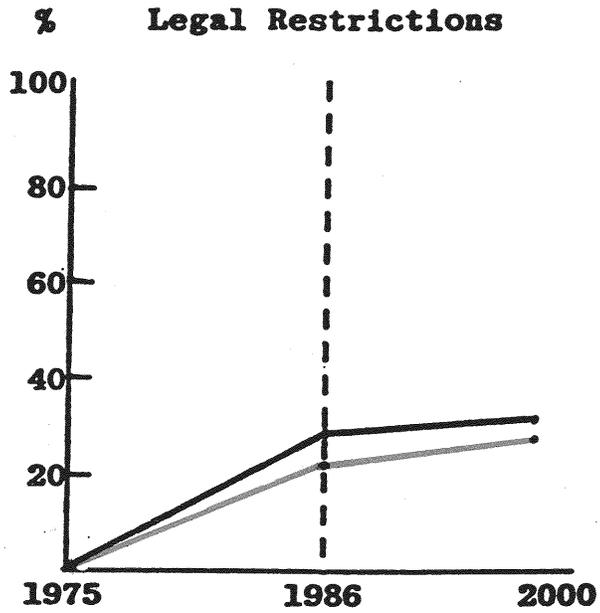
Educators, as a group, will only be involved in the changes that include the use of their computer labs, equipment, and expertise in the development and implementation of any proposed improvements or revamping of the law enforcement selection processes.

10. BUSINESS COMMUNITY

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

(See Figure 1)

**TREND FORECAST**



**Trend Evaluation**

- = Will be in year 2000
- = Could be in year 2000

(Figure 2)

#### Trend Two = P.O.S.T. Control

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

#### Trend Three = Cost of Training

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

#### Trend Four = Private Industry Involvement

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

#### SCENARIO(S)

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

## Scenario A

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

P.O.S.T. (Peace Officer's Standards and Training)

received a new mandate from the California Legislators, which allows P.O.S.T. to go beyond the minimum standards involving physical, mental and moral fitness.

Established in 1984, by the Penal Code sections 13510a and 13510b, P.O.S.T. was required to set minimum standards for vision, hearing, physical ability and emotional stability.

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

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

written tests, and physical requirement testing. P.O.S.T.'s new psychological test will, not only identify candidates that are not suited for law enforcement, but, by the use of new technology, candidates will be screened by using new Behavior Based Selection Methods. These selection techniques allow applicants to perform activities that actually parallel activities that they will perform on the job.

The tests will be conducted at P.O.S.T. controlled and operated Regional Selection Center(s). Each test will be administered and scored by computers that enable P.O.S.T. to process large numbers of applicants. Each successful candidate will be given a eligibility score, enabling each one to apply at any law enforcement agency in California. Tests will no longer be administered at the local agency level.

Policy questions that come to light with Scenario A are:

- . What real benefit would a State controlled system provide
- . Would the loyalty of officers to their agencies be effected if the agencies lost some control over their own selection processes.
- . What benefits would be gained by local agencies and communities
- . What would be the benefit to the candidates.

### Scenario B

January 1st, 2000: Because of the increased cost of local government; increases in civil law suits filed against local governments for alleged violations of State and Federal regulations, brought about by the selection processes used by local governments, and unaffordability of the liability insurance necessary to protect them against large cash settlements, many small public agencies are turning over their selection processes to private contractors. There has been an increase in the number of private companies becoming involved in the selection of entry level law enforcement officers.

Local government officials have stated that since, the onset of using private companies for employee selection, the number of law suits for violations of EEOC regulations have decreased, and, as a result, they are now paying less for their liability insurance.

#### Policy questions posed:

- . Will the lower cost of using private companies out-weigh the loss of total control.
- . Will private providers be informed and will they keep updated with changes in the job and the needed skills of entry level recruits

### Scenario C

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

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

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

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

When asked about the new changes, one local law enforcement

manager stated, "As the types of services provided by local and State agencies become more complex, selection processes must be updated to give us the ability to select from the job market the most capable employees available."

Policy Questions posed:

- . Can local agencies accept some loss of control over their selection process.
- . Will P.O.S.T. be able to handle increase involvement in the selection process.
- . Will P.O.S.T. or local agencies pay the additional cost of the more in-depth selection process.

## MISSION

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

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

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

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

COMMAND COLLEGE - CLASS #2  
INDEPENDENT RESEARCH PROJECT - QUESTIONNAIRE

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

1. Do you believe that there is a correlation between successful law enforcement agencies and the selection processes they use? Yes \_\_\_ No \_\_\_ 1. \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Do you think that the selection processes used today allow the candidate to demonstrate skills needed in the law enforcement profession? Yes \_\_\_ No \_\_\_ 2. \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Should Hi Tech developments in areas, such as communications, weapons and investigative aids impact the traits and qualities sought in a law enforcement recruit of the future? Yes \_\_\_ No \_\_\_ 3. \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Do you think that law enforcement should consider behavioral based selection methods which emphasize the assessment of candidates' loyalty, initiative and reasoning ability (common-sense)? Yes \_\_\_ No \_\_\_ 4. \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Law Enforcement has been successfully using computers as crime fighting aids for many years. Do you believe that law enforcement should consider computer assisted testing for the selection of new recruits in the future.? Yes \_\_\_ No \_\_\_ 5. \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COMMAND COLLEGE - CLASS #2  
INDEPENDENT RESEARCH PROJECT - QUESTIONNAIRE

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

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

-----  
1      2      3      4      5

6.-----

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

-----  
1      2      3      4      5

7.-----

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

-----  
1      2      3      4      5

8.-----

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

Written Examination

-----  
1      2      3      4      5

9.-----

Polygraph Examination

-----  
1      2      3      4      5

10.-----

Oral Interview

-----  
1      2      3      4      5

11.-----

Psychological Examination

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1      2      3      4      5

12.-----

Background Investigation

-----  
1      2      3      4      5

13.-----

Assessment Centers

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1      2      3      4      5

14.-----

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

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1      2      3      4      5

15.-----

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

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1      2      3      4      5

16.-----

COMMAND COLLEGE - CLASS #2  
INDEPENDENT RESEARCH PROJECT - QUESTIONNAIRE

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

(a) Initiative

Oral	-----	17.-----
	1    2    3    4    5	
Written	-----	18.-----
	1    2    3    4    5	
Psychological	-----	19.-----
	1    2    3    4    5	
Background	-----	20.-----
	1    2    3    4    5	

(b) Loyalty

Oral	-----	21.-----
	1    2    3    4    5	
Written	-----	22.-----
	1    2    3    4    5	
Psychological	-----	23.-----
	1    2    3    4    5	
Background	-----	24.-----
	1    2    3    4    5	

(c) Judgement

Oral	-----	25.-----
	1    2    3    4    5	
Written	-----	26.-----
	1    2    3    4    5	
Psychological	-----	27.-----
	1    2    3    4    5	
Background	-----	28.-----
	1    2    3    4    5	

COMMAND COLLEGE - CLASS #2  
INDEPENDENT RESEARCH PROJECT - QUESTIONNAIRE

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

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

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29. \_\_\_\_\_

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

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30. \_\_\_\_\_

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

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31. \_\_\_\_\_

March 13, 1986

Jennifer French - Personnel Analyst, S.B.Co. Personnel

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

is not extremely confident that it measures much else.

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

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

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

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

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

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

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

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

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

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

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

March 12, 1986

D. PEREZ- Interview Synopsis

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

March 12, 1986  
Nancy Bohl Interview Synopsis

During my research I conducted a series of interviews .

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

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

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

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

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

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

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

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

3/12/86

Nancy Bohl Interview Synopsis (cont')

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

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

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

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

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

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

Nancy Bohl -Interview Synopsis (cont')

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CERTAINTY

UNCERTAINTY

Importance

Less

More

9

7

10

6

2

8

1

5

3

4

## TRENDS AND EVENTS:

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

### Trends:

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

### Events:

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

## TRENDS MONITORED

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

### A. Legal Restrictions on the Selection Process

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

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

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

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

Over the years, P.O.S.T. has become more and more involved in the training of law enforcement officers, from the recruit level to middle management.

P.O.S.T.'s increasing involvement in the selection processes, used to select entry level law enforcement officers, is being viewed as an ongoing trend.

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

C. Increasing Cost of Training

The past 10 or so years, have brought about tremendous

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

#### D. Private Industry Involvement in Law Enforcement

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

(See Figure 2)

#### TREND FORECAST

##### Trend One - Legal Restrictions

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

## EXECUTION (STRATEGIES)

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

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

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

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

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

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

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

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

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

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

## ADMINISTRATION AND LOGISTICS

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

- . The law enforcement managers and their staffs must understand the recommended changes and vigorously support them
  
- . The approval and support of the P.O.S.T. Commission will be necessary, as P.O.S.T. is the most likely agency to administer and oversee any changes in the selection processes.
  
- . City and County personnel directors must support the modernization of the selection system, specifically, it must be a part of the planning, development and implementation for change.
  
- . The support of organizations that protect minority rights must understand the proposed changes and benefits; so as to lessen the degree of misunderstanding that might develop. Minority organizations should be conferred with and allowed to address any concerns that may develop.

## PLANNING SYSTEM

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

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

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

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

## IMPLEMENTATION PLAN

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

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

### Points of Negotiation

1. Acceptance of input from all local agencies and interested stakeholders
2. Willingness to allow law enforcement managers to have the final say on who they will hire.
3. Allow local city/county personnel directors to maintain control over some phase of the process, such as acceptance and review of application

### Non Negotiable Points:

1. Final choice of test or system to be used.
2. The right to disqualify candidates that do not meet standards
3. The right to update and change the process as needed.

Points of Compromise

1. Allow a system of appeal on chosen test.
2. Right of appeal of disqualified candidate.
3. Appeal Board to review contested charges.

## TRANSITIONAL MANAGEMENT PLAN

### CRITICAL MASS:

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

#### A. P.O.S.T. Commission

P.O.S.T., because of their authority and responsibility, will be able to block any proposed changes in this area.

P.O.S.T. must be involved and direct the project.

##### 1. Present Level of Commitment:

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

##### 2. Needed level of Commitment:

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

Approach:

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

B. Law Enforcement Managers

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

1. Present Level of Commitment

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

2. Needed Level of Commitment

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

Approach:

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

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

C. City/County Personnel Managers

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

1. Present Level of Commitment:

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

2. Needed Level of Commitment

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

Approach

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

D. City/County Officials

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

1. Present and Needed Level of Commitment

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

E. Legal Community

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

1. Present and Needed Level of Commitment

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

F. Minority Organizations

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

suspicious of any changes suggested in the selection processes.

1. Present Level of Commitment

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

2. Needed Level of Commitment

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

Approach

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

G. Law Enforcement Associations

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

1. Present and Needed Level of Commitment

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

H. Law Enforcement Psychologists

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

1. Present and Needed Level of Commitment

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

I. Educational Institutions

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

1. Present and Needed Level of Commitment

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

J. Business Communities

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

1. Present and Needed Level of Commitment

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

(See Figure 3)

COMMITMENT PLANNING CHART

Actors in Critical Mass	Block Change	TYPE OF COMMITMENT		
		Let Change Happen	Help Change Happen	Make Change Happen
Law Enforcement		0-----X		
P.O.S.T. Commission		0-----X		X
City/County Officials		0-X		
City/County Personnel Managers	0-----X			
Legal Community		0X		
Minority Organizations	0-----X			
Law Enforcement Associations/Unions		0-X		
Law Enforcement psychologists			0-X	
Educational Institutions		0-X		
Business Communities		0-X		

0 - Individual presently stands

x - Where you need individual if change is to occur

(Figure 3)

## MANAGEMENT STRUCTURE

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

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

- . The Project Manager will assume the over-all responsibility of setting up committee meetings and agendas:
- . He will keep the P.O.S.T. Commission advised of the Committee's progress.
- . The assignment of committee members to set up suggested test sites.
- . The testing of proposed tests and experimental computer programs.
- . He will establish an information network that will keep interested stakeholders advised of the progress and present the committee with the stakeholders concerned.

## TECHNOLOGIES

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

### 1. Problem Solving

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

### 2. Planning

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

### 3. Feedback

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

4. Experimental Testing

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

5. Reviewing and Updating

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

## APPENDIX

### REFERENCES

### QUESTIONNAIRE

### QUESTIONNAIRE RESULTS

### INTERVIEW SUMMARIES

Jennifer French  
Personnel Analyst II  
San Bernardino County Personnel Department

Dave Perez  
Recruiter  
IBM Company

Nancy Bohl  
Police Psychologist  
San Bernardino County

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

Southern California Institute Personality Profile Test

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QUESTIONNAIRE RESULTS

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

SOUTHERN CALIFORNIA INSTITUTE PERSONALITY PROFILE (SCIPP)

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

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

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

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

MARK YOUR FIRST IMPRESSION AS TO THE FEELING FOR EACH WORD,  
DO NOT TRY TO DEFINE OR ANALYZE THE WORDS - - - FEEL THEM.

THIS TEST SHOULD NOT REQUIRE MORE THAN 35 MINUTES TO COMPLETE

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

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

YOU MAY NOT ASK ANYONE ANY QUESTIONS DURING THIS TEST

YOU CANNOT ASK ANYONE TO TELL YOU WHAT ANY WORD MEANS

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

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

## SCALE:

- 1.) Color Preference
- 2.) Distortion/Faking Indicated Overall
- 3.) Faking/Emphasis on "Bad"
- 4.) Faking/Emphasis on "Good"
- 5.) Emotional Stability
- 6.) Depression
- 7.) Suicidal Tendencies
- 8.) Hostility
- 9.) Aggression
- 10.) Anxiety - Reactive Type
- 11.) Anxiety - Hysterical
- 12.) Self-Regard
- 13.) Ego Strength
- 14.) Dominance
- 15.) Sociability
- 16.) Maturity
- 17.) Extroversion
- 18.) Introversion
- 19.) Femininity
- 20.) Masculinity
- 21.) Impulsiveness
- 22.) Irritability
- 23.) Fantasy
- 24.) Tencerness-Toughmindedness
- 25.) Jealousy
- 26.) Paranoia

## SCALE:

- 27.) Hypochondrias
- 28.) Phobias
- 29.) Perversions - Sexual
- 30.) Perversions - Sadistic
- 31.) Obsessions - Compulsive
- 32.) Obsessions - Sexual
- 33.) Obsessions - Psychotic
- 34.) Sexual Dysfunction
- 35.) Child Abuse - Incest Victim -
- 36.) Child Abuse - Pedophilia -
- 37.) Child Abuse - Physical
- 38.) Child Abuse - Psychological
- 39.) Child Abuse - Sexual
- 40.) Psycho-Social Deviation
- 41.) Criminal Conscience
- 42.) Substance Abuse
- 43.) Psycho-Neurotic Stress
- 44.) Psychological Stress (Psychotic Origin)
- 45.) Schizophrenia
- 46.) Paranoid-Schizophrenia
- 47.) Shame and Guilt
- 48.) Sociopathic Tendencies
- 49.) Oral Stage of Development
- 50.) Anal Stage of Development
- 51.) Genital Stage of Development
- \* 52.) Adult Stage of Development

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

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

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

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