

WHAT WILL BE THE ROLE OF EMOTIONAL INTELLIGENCE
TESTING OF POLICE OFFICER APPLICANTS FOR A SMALL
URBAN AGENCY BY 2008?

A project presented to
California Commission on
Police Officer Standards and Training

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

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

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

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

“The most important single ingredient in the formula of success is knowing how to get along with people.”

Theodore Roosevelt

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CHAPTER ONE

INTRODUCTION

Issue Identification

This project was undertaken as part of the Law Enforcement Command College course, sponsored by the California Commission on Peace Officers Standards and Training (POST). The scope of this project is to examine the role of emotional intelligence testing of police officer applicants for a small urban agency.

The topic of emotional intelligence testing of police officer applicants for a small urban agency is a subject for futures study. Public scrutiny after incidents involving excessive force, questionable shootings, televised pursuits and Hollywood's portrayal of rogue officers, make the selection of quality police officers a priority.

Intelligence, or IQ, has been a long-standing measure of one's ability to solve problems and think through complex issues. IQ remains a valid measure for projecting a person's ability to compete in an academic or scientific setting.¹ College admittance examinations have been the standard, relied on by colleges and universities for over a century. These admittance examinations are based on a person's IQ and continue to be very reliable. IQ testing is very structured and administered in a classroom setting with pen and paper.

Emotional intelligence is sometimes referred to as EI or EQ, not to be confused with IQ. In their book, The Emotionally Intelligent Workplace, Cary Cherniss and Daniel Goleman described emotional intelligence as the following: "Emotional Intelligence, at the most general level, refers to the abilities to recognize and regulate emotions in ourselves and in others."²

Emotional intelligence does not ignore IQ, but builds upon it. Intelligence or IQ puts one into the arena while emotional intelligence makes one successful while in the arena. A person must have a certain level of intelligence. Emotional intelligence builds on the foundation of a person's IQ.

While intelligence cannot be taught, emotional intelligence can be. A person can be taught the fundamentals of mathematics, reading and geography; however, these and other subjects do not increase a person's IQ. On the other hand, if an individual is taught social conduct, etiquette and personal responsibility, it will have a direct impact on their emotional intelligence. According to Becky Ung, author of What You Wish Is What You Get, an Approach to Increase Your Emotional Intelligence and Potential and Wonderful EQ Beautiful Life, stated during a nominal group technique discussion; "Emotional intelligence has been informally referred to as common sense, street smarts and the ability to say or do the right thing at the right time."

In the book, The Emotionally Intelligent Workplace, Cary Cherniss and Daniel Goleman³ described emotional intelligence as most prevalent within four domains. These are self-awareness, self-management, social awareness and relationship management. These domains are also critical for a police officer to master if he or she is to be successful in his or her career. A police officer must be aware of himself or herself, aware of those around him or her and understand the interaction of people and how a police officer's presence can impact relationships.

Emotional intelligence testing and training of police officer applicants can take place anytime, from the academy through advanced officer training. However, it is most effective if it can be applied as early as possible. The preferred time for testing police officer applicants is just

prior to the start of their academy training or, if administered in the academy, as close to the beginning as practical. This will accomplish two things.

First, if an applicant is found to lack the aptitude for emotional intelligence, he or she can be removed from the process at an early stage. This would save the sponsoring police agency money by not having to train an applicant who would most likely fail or have an unproductive law enforcement career. By removing the applicant, it would make room for an applicant with a greater aptitude for emotional intelligence and a higher likelihood to succeed in his or her career in law enforcement.

The other reason for beginning emotional intelligence testing as early as possible in the hiring process is for the benefit of the applicant. By recognizing and applying the lessons of emotional intelligence early in a police officer applicant's career, he or she will avoid the many pitfalls that many new police officers make. He or she will be able to resolve many problems by understanding what the real issue is and how to successfully deal with the people involved in the issue.

For this project, a fictitious, small, urban California police department was used as a model. Recognizing that each community has its own unique characteristics based on size, demographics, physical environment, economic status, crime rate, political leanings, and numerous other factors. A small sized police department was also selected for ease of identifying issues. Small sized police departments ultimately have the many of the same issues as larger police agencies, specifically internal politicks and the communities desire for the police to apprehend criminals while keeping community members safe. In this project, the fictitious police department is between 25 and 50 sworn officers.

According to the Uniform Crime Reporting Program of the Federal Bureau of Investigation (F.B.I.), they do not differentiate between small, medium or large police departments.⁴ However, the F.B.I. does distinguish the size of cities in reporting crime statistics.⁵ Cities are placed into six (6) separate groups based on the total population of the city. The largest group, Group I, is for cities of 250,000 and over. The smallest group, Group VI, is for cities under 10,000. The focus of this paper will be with small urban police departments of 50 sworn officers and fewer. Law enforcement agencies of this size would typically police cities within Group IV (cities 25,000 to 49,999), Group V (cities 10,000 to 24,999), and Group VI (cities under 10,000), in the F.B.I.'s Uniform Crime Reporting Program.

The year 2008 was selected as it gives an agency enough time to effect change. Within a 5 year period, continuity of administration, personnel, and council is more realistic than reaching further into the future. A new administration or council often times sets new priorities and long range plans of a predecessors can fall by the side. Furthermore, 5 years time is not so far off that it has no relevance.

The role of emotional intelligence testing of police officer applicants for a small urban agency by 2008 is a worthwhile futures study. Communities demand that the men and women who are sworn to protect them, are professional, competent and highly trained police officers. Emotional intelligence can teach a police officer to be aware of himself or herself, aware of those around him or her, and understand the interaction of people and how a police officer's presence can impact relationships. This project will examine what roll, if any, emotional intelligence testing will have in the future, providing small urban police agencies with professional, competent and highly trained police officers. The recommendations, options, and conclusions of

this study, although developed for a small urban police department, can have application and merit to police agencies beyond the fictitious small urban police agency.

In chapter 2, possible future trends and events that could impact the feasibility of emotional intelligence testing of police officer applicants.

CHAPTER TWO

THE FUTURE

To explore the role of emotional intelligence testing of police officer applicants for a small urban agency by 2008, a panel of experts, representing various fields and perspectives was assembled. The purpose of this group was to give further direction and insight into the disciplines of emotional intelligence, police officer applicant testing and training and comparisons between large and small-sized police agencies. This panel of experts was diverse in the areas of age, race, sex, years of formal education and size of agency employed (Appendix A).

This panel of professionals represented law enforcement, psychology, private security, fire service, an author of emotional intelligence books, private background investigator and a polygraph examiner. The panel examined future trends and events they felt could impact the role of emotional intelligence testing of police officer applicants for a small urban agency by 2008. The panel defined trends as a series of events or a tendency for something to occur again in the same or similar fashion. While an event was considered to be a single one-time occurrence that had little chance to be duplicated and was singularly distinguishable from other trends or other events. They identified several emerging trends that could have a significant, or minimal impact on this topic (Appendix B). The panel also identified a series of what they felt were most likely future events that would impact the role of emotional intelligence testing of police officer applicants for a small urban agency (Appendix C). The nominal group technique was to forecast with a panel of professionals.

A nominal group technique is the process used when experts in various fields are brought together, to brainstorm, reference from their field of expertise and, in this case, make educated

forecasts into the future. The strength of the nominal group technique comes from the diversity and experience of the people who comprise the group. The members of the nominal group technique used in this project were both law enforcement professionals and professionals in other fields that would directly impact the role of emotional intelligence testing of police officer applicants for a small urban police agency.

This panel also provided forecasts of these trends and events and of their future and potential influence through the year 2008. The following is a synopsis of the trends and events with the greatest potential impact to the future of this issue.

The following trend summary table identifies the five trends the panel felt would most likely occur and the impact each trend would have on the role of emotional intelligence testing of police officer applicants for a small urban agency by 2008. Each trend was given an arbitrary value of 100 representing today's level. The panel then stated what they felt the level was 5 years ago, 5 years from now and 10 years into the future. The numbers within the table are based upon the statistical formula using the mean. The level of concern regarding the trend will have on the topic was also derived from the mean based on a range of 1, (little to no concern) to 10, (having significant concern). Below the table is an expanded explanation of what the panel felt each trend to be.

Table 2.1 Trend Summary Table

	TRENDS	-5	TODAY	+5	+10	LEVEL OF CONCERN 1-10
T-1	Level of Psychological Assessment	70	100	130	175	7.5
T-2	Validity of Psychological testing on police officers	92	100	107	119	2.0
T-3	Life Experience of Applicants	118	100	64	86	4.0
T-4	Loyalty of Employees Towards Hiring Agency	63	100	175	250	3.5
T-5	Police applicants level of empathy as directed to the community they serve	120	100	75	80	4.5

Trend 1: (T-1) Level of psychological assessment.

The panel noted that psychologists are private businessmen and women. They cannot stay in business without making a profit. The more applicants they test, and the cheaper they can test an applicant will determine their profit. If it costs a certain amount to test a police applicant, and the police agency, for a variety of reasons, will only pay less than that amount, the psychologist is placed in a difficult situation. Furthermore, according to police psychologist Susan Saxe-Clifford, Ph.D., some police agencies specifically request some steps be eliminated from the testing process so they might stay within their budget.⁶

Trend 2: (T-2) Validity of psychological testing on police officers.

Psychological tests measure many things about a person. However, there is no psychological test that will accurately measure a person's ability or aptitude towards law enforcement. Police executives are often frustrated when an applicant drops out of the academy in only a few days or fails to make it successfully through their probationary period. Psychological tests tell us about a person's tendencies and their ability to think reasonably, but there is no way to test an applicant's future success in law enforcement.

Trend 3: (T-3) Life experience of applicants.

Often times, law enforcement agencies hire men and women who are in their early twenties, who still live at home with their parents and have never had a full time job. After graduating from high school, many police applicants attend some college courses and might hold a part-time job between semesters. A police department hires these young people, sends them to the academy and they are put into service driving a black and white patrol car, making life and death decisions.

Trend 4: (T-4) Loyalty of employees towards hiring agency.

According to the panel, a common trend among applicants is to get hired by any law enforcement agency they can. They do not care if the law enforcement agency that hires them is big or small or what issues they will face. Their goal is to work long enough to get their POST basic certificate. After receiving their POST basic certificate, they typically make a lateral transfer to another law enforcement agency that has a specialty detail that appeals to them. After a few years, the officer is ready to make another lateral transfer so he can work closer to home, work in a city with less of a crime problem, go for greater pay and benefits or transfer to yet another department who offers a specialty detail not offered by his current department. This may continue through the officer's entire career. The panel felt this trend will almost double in five years and continue to increase in ten years.

Trend 5: (T-5) Police applicants level of empathy as directed to the community they serve.

The panel felt empathy to the community was greater five years ago, than it is today. Few officers live in the community they police. Many officers identify with the community they live in, not the community they work in. This is especially true for the officers who transfer to different departments every few years. When major issues occur or extra effort is required to

solve a problem, officers who do not identify with the community they serve, show little empathy and are not motivated to solve them. The panel projected that this trend would continue for at least five years, but would begin to improve within ten years as they felt law enforcement agencies would be more equitable in wages and benefits in the future.

After looking at trends, the panel examined events. The following event summary table shows the top five events the panel felt would impact the role of emotional intelligence testing of police officer applicants for a small urban agency by 2008. The first column of the table lists each event separately. The second column lists the panel’s opinion of the first year probability exceeds zero. The following column shows the panel’s opinion of the percentage likelihood that the event will occur in five years. The next column is the percentage likelihood that the event will occur in 10 years. The last column is the estimated impact the event would have on the role of emotional intelligence testing of police officer applicants for a small urban agency. Furthermore, the last column also measures if the impact would be positive or detrimental to moving forward with implementing this project. The panel noted that some events they listed would help facilitate emotional intelligence testing of police officer applicants, while other events that were listed would adversely impact the implementation of this project. The following event summary table is based upon the statistical formula using the mean.

Table 2.2 Event Summary Table

	EVENT	YEAR > 0	+5	+10	IMPACT -10 TO +10
E-1	California declares bankruptcy	0.6	65	90	-9
E-2	Court rules against psychological testing	3.5	15	40	+3
E-3	A single police agency	2.0	35	65	+2
E-4	Discrimination in psychological testing	1.0	50	85	-4
E-5	Narcotics legalized	2.5	25	70	-6

Event 1: (E-1) California declares bankruptcy creating an economic crisis.

Economic issues currently face California. The War on Terrorism, illegal immigration, health care costs, spikes in the costs of water, fuel or electricity and foreign competition for goods and services, to name but a few, each have the potential to dramatically impact the state's budget. Should one or more of these economic crises occur, the state could declare bankruptcy. In this type of an economic crisis, POST could be dissolved and hiring standards for police officers could be eliminated. The panel projected this event could happen in less than a year, but gave it only 65% percent chance of occurring within five years. However, if it occurred, it was the most negative impact on the issue.

Event 2: (E-2) Court rules that psychological testing may not be used for employment purposes.

Courts have historically ruled conservatively when deciding issues involving personal disclosure as it relates to medical or psychological issues. It is conceivable that a court decision prohibiting an employer from using certain psychological testing of applicants is not farfetched. Should any portion, or the entire psychological testing process, be ruled unavailable to employers, some employers could replace psychological testing with emotional intelligence testing.

Event 3: (E-3) Municipal and county law enforcement agencies are eliminated in favor of a single state or federal police agency.

The War on Terrorism, the newly-created Office of Homeland Security, economic crisis on a state or national level, or any number of unforeseen critical events could trigger the elimination of municipal and county law enforcement agencies and the creation of a single state or federal police agency. If there is a single state or federal law enforcement agency, the discretion individual agencies have regarding hiring police officer applicants in such areas as,

educational requirements, drug usage, and life experience, would be eliminated. The panel felt this had a low probability of occurring.

Event 4: (E-4) An applicant from a diversified culture is discriminated against using current psychological testing methods.

The panel suggested that everyone has unique experiences, cultural differences and a varied upbringing. (A person born into poverty, growing up in a broken home, using English as a second language, coming from a different country, sexual preference choices, having a parent who was a substance abuser or gaps in education are just a few things in a person's life that can impact their outcome in psychological testing.) A good psychologist can usually account these, and other life altering differences into the psychological testing methods and factor this into the final outcome. However, many law enforcement agencies do not look for a so-called good psychologist to conduct their psychological testing. They look only at the cost. Psychologists who cut corners, or who hire staff to conduct tests, have a higher likelihood of disqualifying a number of police applicants that they should have accepted. Conversely, the panel noted that psychologists pass a number of applicants whom should have been disqualified.

Event 5: (E-5) Narcotics are legalized, making the available police applicant pool unable to successfully pass psychological screening tests.

If California, or the country, legalized the use of narcotics, this would have an impact on psychological testing. A portion of the psychological testing process screens applicants on their propensity towards lying and measures their character and values, among other things. If an individual is a narcotics user, his psychological tests will most often differ from those of an individual who is not a narcotics user. Should the legalization of narcotics contribute to their widespread and rampant use, this could eliminate the pool of police applicants.

Cross Impact Analysis.

As a part of the nominal group technique, the panel of experts completed a Cross Impact Analysis on the trends and events. The purpose of a Cross Impact Analysis is to identify the trends and events that would have the greatest impact on the role of emotional intelligence testing of peace officer applicants for a small urban agency by 2008. In considering the relationship that the trends and events might have on one another, the panel of professionals evaluated some impacts positively, some negatively and others having relatively little, to no measurable impact. However, it was noted that events impact trends.

Table 2.3 Cross Impact Analysis

	T-1	T-2	T-3	T-4	T-5
E-1	-2	0	+1	+3.5	+2
E-2	-5	-3	-2	+1	+3
E-3	+3	+3	-2	-5	+4
E-4	+3.5	+2	-3	-1	+2
E-5	+1	+3	-4	-2	+3

*Scoring Values -5 to +5

T-1	Level of Psychological Assessment
T-2	Validity of Psychological testing on police officers
T-3	Life Experience of Applicants
T-4	Loyalty of Employees Towards Hiring Agency
T-5	Police applicants level of empathy as directed to the community they serve

E-1	California declares bankruptcy creating an economic crisis
E-2	Court rules that psychological testing may not be used for employment purposes
E-3	Municipal and County law enforcement agencies are eliminated in favor of a single State or Federal police agency
E-4	People from diversified cultures are discriminated against using current psychological testing methods
E-5	Narcotics are legalized, making available police applicant pool unable to successfully pass psychological screening test

The panel of professionals made several interesting projections based on the Cross Impact Analysis. The analysis ranged from negative five (5) to a positive impact of four (4). Among the listed trends and events, two of them rated at the extreme low or negative end of the scale. One was the analysis of the trend T-1, psychologists are cutting corners on clinical testing, crossed with event E-2, court rules that psychological testing may not be used for employment purposes. The panel felt that these converging items would result in police agencies' inability to screen out unsuitable police officer applicants for integrity issues, poor judgment, lack of emotional stability and mental suitability. The other item that rated the lowest possible score was trend T-4, police applicants are not loyal to their departments and event E-3, municipal and county law enforcement agencies are eliminated in favor of a single State or Federal police agency. The panel was very concerned that the impact of this event on the trend would create a police officer profile of a callous, apathetic and rogue individual who would have a very high likelihood to brutalize and engage in corrupt behavior with immunity, moving from one community to the next, repeating his or her transgressions over and over again.

Surprisingly, the highest scoring or most positive item rated within the cross impact analysis was somewhat similar to one of the most negative items. The most positive item was if a state wide agency were established, it would have a positive affect on officer's level of empathy to the community they serve. The panel felt that the combination of these two items would allow officers who show little empathy towards the community they serve, to seamlessly move to any community they choose. If those officers were able to work in communities they care about, their performance and compassion would increase immensely.

Scenarios

Information obtained from the panel of experts resulted in the development of future alternative scenarios. These scenarios were developed and expounded upon showing what could happen if everything went exceedingly well, if everything went dismally wrong, and if things continued on current course. The Normative Scenario is extrapolated from the status-quo and projected into the future with only slight variances of change. The Pessimistic Scenario takes the information known today and twists it into a negative and adverse set of circumstances. The Optimistic Scenario puts a positive prospective on future trends and events.

Alternative Scenario #1, Normative

Currently, in 2003, California police agencies are faced with many challenges after Governor Gray Davis announced the state budget was 34 billions dollars short of balancing. Many police departments cut personnel, reduced training and stopped all but the most vital services. Other agencies had their ranks reduced by the 3% @ 50 Public Employees Retirement System (PERS).

The effectiveness of Peace Officers Standards and Training (POST) was significantly reduced in an attempt to balance the state budget. The reimbursement provided by POST for the training of police officers was cut and all but mandated training was eliminated. The training police officers received following these state budget cuts was not always consistent with accepted law enforcement standards, as many uncertified instructors were attempting to train others in unconventional and untested training.

Now in 2005, local law enforcement officers continue patrolling the streets and are supported within their communities. The crime rate has been edging upward as unemployment

levels increase. Nonetheless, the most common calls for police service continue to involve parking problems and internet aided identity theft. Technology continues to improve in the areas of trace evidence and DNA, leading to arrests and convictions that would have been impossible only a few years ago.

Scandals and stories of corrupt police officers occasionally make the evening news and are printed in the newspapers. Community activists petition city council members and state legislators for changes in the recruitment, selection, and training of police officer applicants.

Alternative Scenario #2, Pessimistic

Here we are in 2006, the state's budget shortfall and the elimination of POST caused many law enforcement agencies to stop advanced officer training. The lack of overall training and the elimination of updated state guidelines were directly responsible for misconduct cases that played out on television and in newspapers almost daily.

With little to no money coming in from the state, many police departments significantly cut the training budget for their officers, while other departments eliminated training all together. With record vacancies and no money to effectively screen candidates, police departments placed an inordinate amount of pressure on academies and training officers to get the newly hired recruits on the street, as fast as possible. Predictably, these newly hired police officers were starting to appear on the evening news being involved with the latest scandal.

Civil rights attorneys were successful in their unprecedented class action lawsuit against all state municipal law enforcement agencies. Municipal law enforcement was found to be liable for corruption, criminal misconduct, deliberate indifference, negligent hiring, negligent retention and malfeasance. The court ruled that the only acceptable remedy against California's municipal police departments was to restructure law enforcement agencies within the state.

All municipal police departments in California were disbanded and absorbed by the newly created California Highway and Community Patrol (CHCP). All officers were laid off and allowed to reapply for positions within the CHCP. The CHCP eliminated the current standardized police officer applicant testing process and mandated its own series of entry tests.

Emotional intelligence testing took a front seat to other psychological examination requirements. Because much of emotional intelligence can be learned, the failure rate of new police applicants was low. The CHCP rehired approximately 95% of all officers laid off from the municipal police departments. Of those not hired, almost all of them were of retirement age and opted for retirement. Only those officers who were notorious and where the public protested their reinstatement were not hired.

The officers employed by the CHCP were involved in just as many criminal incidents as when they worked for municipal police departments. The officers who escaped prosecution were transferred out of the community and, for the most part, replaced by an officer of equally minimal qualifications and ability.

Community activists support the concept of a single statewide law enforcement agency. Activists view the ease that the CHCP can transfer officers between areas as a triumph. They feel that transferring an officer to another community is a more effective way of getting around a problem, rather than going through costly court or disciplinary proceedings for removing questionable officers from a city.

Alternative Scenario #3, Optimistic

By 2005, municipal law enforcement bounced back rapidly from the state budget shortfall of 2003. A quick and decisive victory in Iraq, followed by diplomatic solutions in North Korea and Palestine, signaled the beginning of world peace. The Office of Homeland

Security had been working with local law enforcement to root out any of the few terror cell groups in the country. With patriotism at a level not seen since September 11, 2001, the applicant pool for police officers has expanded to record levels.

In a relatively simple process, combining the Minnesota Multiphasic Personality Inventory (MMPI), the Sixteen Personality Factor Questionnaire and a series of emotional intelligence exercises, psychologists developed a test that can accurately measure a person's aptitude for becoming a police officer. Since this testing procedure has been implemented, the police recruit drop-out rate at academies has been dramatically reduced, and newly hired-officers acclimate rapidly. This new testing process has saved police departments significant amounts of money that had previously gone for remediation of marginal and failing recruit officers.

With the emotional intelligence training provided to officers, communities feel closer with their local police departments than ever before. The emotional intelligence training has instilled a sense of social responsibility and a level of commitment that has enhanced the partnership between law enforcement and the community. Emotional intelligence training begins in the academy and officers receive updated on-the-job training throughout their careers. Officers now have a bond with the community they serve, and the community members see police officers as problem solvers.

Police departments are beginning to make an impact on the nation's leading crime: identity theft. No longer are police departments requiring new officers to work patrol for many years before being assigned to specialty details. Many rookie police officers have superior computer skills, having grown up using computers. The cyber division of most police departments is staffed with rookie officers working from their homes. These cyber detectives are not only effective in solving cyber crime, they are becoming pop icons within their communities.

They have their own web pages and are referred to as cowboys, riding in on their modems to tame the wild western computer frontier. They hold neighborhood watch meetings on-line, showing people how to protect themselves from computer crimes. They are also available as Computer Resource Officers, evolving from the old School Resource Officer program.

Police departments have incorporated their purchasing through their cyber division. Now, before buying office supplies, guns, ammunition, cars, tires, uniforms and other related items, the cyber division has made substantial savings over the old traditional bid process. The cyber division is also in charge of recruitment of new officers and the department web page.

Communities and police departments are realizing a side benefit to their emotional intelligence testing of officers. As police officers receive training and develop ties to the communities they serve, the lateral transfer of police officers moving from one department to another has all but disappeared. With officers working the same city and not transferring, officers gain a greater understanding of the community and the community knows its officers.

Although the scenarios in this chapter are a work of fiction, the basic ideas for them was created through the nominal group technique. Literary license was used in developing the normative, optimistic and pessimistic scenarios. The panel of experts discussed how the various trends and events would have positive and negative impacts on law enforcement and the communities they serve. The scenarios provide three alternative futures to show how emotional intelligence testing of police officer applicants, or a lack of testing, can make an impact on the future.

In Chapter 3, a strategic plan will be developed to prepare the agency for emotional intelligence testing of police officer applicants. The chapter will also identify stakeholders and assess their level of support to move the process along.

CHAPTER THREE

STRATEGIC PLANNING

Strategic planning is the process used when the leaders of public or private enterprise make decisions with the information they have today, looking forward, to the future direction of an organization. According to Tom Esensten of Organizational Effectiveness Consulting, strategic planning is not just wishful thinking or trying to predict the future, rather it is the process of formulating and implementing decisions that will guide and give direction to the organization.⁷

It is impossible to plan for every event. However, with a strategic plan, administrators within an organization will at least conceptually know and understand the direction of an organization and act accordingly.

For instance, police administrators in New York City did not have a specific plan on how to handle the collapse of the World Trade Center. However, they had trained with fire personnel on rescue procedures, evacuations, and with police front line personnel on the containment of crime scenes and terror assaults. This prior training and planning allowed them to successfully deal with the aftermath of the terrorist attacks of September 11, 2001.

Strategic planning by police administrators is putting options into play that will direct the organization to better prepare for the future. Organizations are shaped from internal as well as external forces. Internal and external issues can be found within the S.T.E.P.L. model; Sociological, Technological, Economic, Political and Legal. In developing a strategic plan, it does not stop at the S.T.E.P.L. model, each of these criterion are to be evaluated with its own Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.).

UUUOrganizational Assessment

Within an organizational assessment, a fictitious small urban police agency will identify its readiness to accept the proposal of emotional intelligence testing of police officer applicants. Social, Technological, Economic, Political and Legal (S.T.E.P.L) aspects of the project will be examined. Further analysis will be completed by looking within the organization at its strengths and weaknesses and outside the organization at opportunities and threats (S.W.O.T.).

There are a number of strengths, weaknesses, opportunities and threats that could impact the strategic plan. Strengths and weaknesses are organizational and internal, while opportunities and threats are environmental or external. Strengths, weaknesses, opportunities and threats that could have an impact on the strategic plan are as follows:

Strengths

- Emotional intelligence is a fundamental building block that all other training and field tactics have at their origin.
- Improving an applicants emotional intelligence will also enhance their skill level in dealing with the many complex issues that face police officers.
- Police officer applicants who score high in emotional intelligence testing should be capable of completing their academy training.
- Identifying applicants who demonstrate an inability or lack of aptitude toward emotional intelligence, will provide an early screening of individuals who will struggle in the academy and as peace officers.

Weaknesses

- Emotional intelligence testing is only as good as the person providing the testing.
- Like psychology, the field emotional intelligence is not an exact science.

- There are only basic guidelines and accepted practices in emotional intelligence testing.
- The success or failure of emotional intelligence testing ultimately rests with the abilities of the examiner.

Opportunities

- Emotional intelligence testing of police officer applicants rests with the quality of police officers it produces.
- Emotional intelligence testing of police officer applicants can facilitate an officer's ability to react to community needs.
- The community would see the police agency as being responsive to its needs.
- Police academies could focus more time on training and less time on identifying marginal applicants.

Threats

- Police officer applicants eliminated from the process could challenge the validity of emotional intelligence testing and that of the examiner.
- A rejected applicant could easily challenge a department's emotional intelligence testing and expertise because there are no college degrees given in emotional intelligence.
- Emotional intelligence testing is not recognized as fool proof and can have varying degrees of success.

Police administrators must look to the future and make decisions today that will most likely bring desired, or at least anticipated, results in the future. Among the most significant things police administrators do is select personnel to hire, promote, discipline, transfer, and

prepare to lead the organization into the future. Emotional intelligence can be the catalyst to successful personnel decisions.

The Strategy

In developing a strategic plan, ideally, emotional intelligence testing of police officer applicants would begin prior to their placement in an academy. Police agencies would process applicants in a similar manner than they currently do, giving written, physical agility, medical and psychological testing as well as completing a thorough background and polygraph screening.

Typically, small police departments, those under 50 sworn officers, do not have their own psychological units. Officers and civilian employees have many collateral duties and specialty assignments that are rotated, giving as many officers as possible the opportunity to experience various assignments. These smaller agencies will generally contract with private individuals or companies for professional services, such as background investigations, polygraph examinations and for psychological testing and therapy.

Ideally, once police officer applicants have been identified, and prior to their academy training, smaller police departments would contract with experts in the field of emotional intelligence. The police officer applicants would receive training in emotional intelligence that will enhance their ability to interact with people, thus increasing their likelihood to successfully complete the basic academy and enhancing their effectiveness as police officers. This would also be a part of the screening process. Individuals who demonstrate a clear inability to effectively interact with others and who lack the interpersonal skills required to be a police officer, would be dropped from the processes at this point.

By enhancing the skill level of police officer applicants, while eliminating those applicants who lack the emotional intelligence skills to be successful, the smaller urban police

agencies will benefit by hiring more qualified police officers. There will also be a substantial savings of time and money by identifying and eliminating applicants who would struggle and ultimately fail, either in the academy, on probation, or who would always be a marginal employee.

Alternative Strategies

There are basically two alternative strategies. One is simply to do nothing. If we continue doing what we are doing, we will continue to get the same results as we currently do.

The other alternative strategy is to partially implement the program. Adding emotional intelligence training to the academy curriculum would accomplish partial implementation. However, by dropping the emotional intelligence testing of police officer applicants, a marginally performing applicant who lacks the emotional intelligence aptitude would be allowed to continue. However, all police officer applicants would benefit from emotional intelligence testing, as emotional intelligence is a skill or behavior that can be learned.

The social aspect of implementing this project will depend on an organization's ability to accept change and also with how well the first police officer applicants do when they begin working. Each department has its own unique culture with key members influencing the traditions and culture. These key members of the organization who influence the culture must be brought into the process and their acceptance of the project secured.

The technological portion of this project comes in the form of testing police officer applicants. Instruments to test and measure a police officer applicant's emotional intelligence have already been developed. Consideration would need to be given as to who administers the tests

to the police officer applicants. The tests must be monitored so they remain current and so that they continue to measure a police officer applicants ability to be successful as a police officer.

Economic realities are critical for a small urban police agency. In times of budget restraints, or cutbacks, many city councils or boards of supervisors simply say no to any newly proposed projects. Additionally, many of these same councils or supervisors are only willing to put money into placing more officers on the street, because it looks good for re-election.

Political interests for a small urban agency can be high. With small police agencies, the public, city councils or boards of supervisors can be quick to scrutinize. Most small cities are led by a five member city council. Should three of the five council members disagree with the direction the chief of police is taking the department, the chief is usually let go.

Legal issues to this project would most likely come from a police officer applicant who is let go based upon the results of his or her emotional intelligence testing. The emotional intelligence testing of police officer applicants would need to be reviewed by employment attorneys and state or federal employment agencies.

Stakeholder Analysis

A stakeholder analysis is a technique used in identifying individuals and groups that might have an interest in the implementation or outcome of the plan. The stakeholder analysis is used to anticipate the kind of influence, positive or negative, that stakeholders might perceive the plan's impact on them. The impact on each stakeholder's interest in the project is evaluated, as well as the level of impact and strategies for obtaining their support or reducing obstacles for their resistance.

Stakeholder Analysis Matrix:

Table 3.1 Stakeholder Analysis

STAKEHOLDER	STAKEHOLDER INTEREST(S) IN THE PROJECT	ASSESSMENT OF IMPACT	POTENTIAL STRATEGIES FOR OBTAINING SUPPORT OR REDUCING OBSTACLES
City Council	Political/Economic	Moderate	City Manager/Police Chief must provide program details and gain council support
City Manager	Political/Economic	Moderate	Police Chief must secure City Manager's support in developing the plan
Police Chief	Political/Economic/Legal	High	Police Chief must support the program and encourage others
Police Unions	Sociological	Low	Understand and support the program
Academies	Technological/Economic	High	Must be included at the development states to attain early buy in
P.O.S.T.	Economic/Legal	High	Must be represented
Employment Attorneys	Legal	Moderate	Support in developing the plan and defuse changes to the plan
Community	Sociological	Low	Must be informed and have the ability to contribute ideas
School District	Sociological/Political	Low	Must be informed and have the ability to contribute ideas

The stakeholder analysis is a visual aid for building broad-based community support for the proposal. It is nearly impossible to anticipate every individual or group who may have an interest in the plan. Each community is unique and groups, service clubs or organizations in one community who have little interest in a similar plan in one community, might be deal breakers in another community. It is imperative to be familiar with the community that the plan is being implemented. When developing a list of stakeholders, be as directive as possible and be flexible.

A broad and general idea of each stakeholder point of view is adequate in the development of the plan. The stakeholders will be very forthcoming with their ideas, interests

and expectations once you meet with them. Additionally, the amount of input and contributions desired from each stakeholder should be qualified during the initial meeting. Depending on the personalities involved and how impassioned a person or group may feel about the plan, they may attempt to sidetrack or even take over the plan. Stakeholders in a project can be partners, contributors, disinterested or adversaries. Part of the initial meeting with the identified stakeholders should be spent establishing each party's role in the project. Not only must stakeholders be identified and their input received, but they must also be supported in their views.

Overlooking a stakeholder or not understanding their issues can create a Snail Darter, or put an end to the proposal. A Snail Darter is a fish whose term has become synonymous with a stakeholder who was anticipated but can derail your proposal. The stakeholders issue may not appear all that important at first glance, but if ignored or not acted upon, it could stop the process. Also knowing the likes and dislikes of various stakeholders is critical. The fictitious small urban agency exploring the proposal of implementing emotional intelligence testing of police officer applicants would fail if during the course of the proposal to its city council if it was mentioned the use of a consultant to assist in the development of the program. While in other agencies, councils may only feel comfortable in moving forward if a consult is brought in.

Objectives

After implementing broad-based community support both individuals and groups within the community will be empowered. It allows people to have a voice in the future direction of how their communities will be policed and the type of officer who will be working for them. This is moving community policing to a new level that will greatly enhance the relationship between the community and the police department.

Chapter 4 will address the implementation of the emotional testing process. It will identify the roles and responsibilities of those people involved with the process. Additionally, a process will be developed to insure the success of the program. This will be accomplished by the creation of two charts, one being a responsibility chart and a second being a commitment chart.

CHAPTER FOUR

TRANSITION MANAGEMENT

Implementation

Improving the selection process of police officer applicants sounds like an issue that no one would have any objections with. Indeed, few people would argue with a plan that would bring top quality police officer applicants to an organization. However, as analyzed in the last chapter, there are both political and economic concerns. In order to implement such a proposal, strong support will be needed from various stakeholders.

The police chief must be the driving force behind the plan. It is not necessary for the Chief of Police to develop the plan, but it is critical to the success of the plan that the chief both support and drive the plan forward. The chief of police must not only sell the plan to the city manager and city council, but he or she must also manage, direct and gain the support of the involved stakeholders. This may be done by the creation of a highly competent group of motivated police administrators; however, only the chief will coordinate with the city manager and city council.

Once having received the support of the City Manager and City Council, meetings will be held with the identified stakeholders, independently of each other. In these meetings, police personnel will listen to the stakeholders concerns, understand their point of view, work with them and ultimately gain their support.

When support of the various stakeholders is obtained, the police department will be ready to put the plan into action. However, should one or more of the stakeholders identify issues that are deal breakers, then the plan would need to be reevaluated. These deal breakers could come from any one of the dimensions of the S.T.E.P.L. model.

Critical Mass

For the purpose of this paper, critical mass is the minimum required to implement emotional intelligence testing of police officer applicants for a small urban agency by 2008. The critical mass is primarily thought of as being internal of the agency. However, the critical mass must be inclusive of the identified stakeholders and key policy makers within the city or county of the fictitious small urban agency. The people who comprise the critical mass are recognized as having the ability to influence the project and to affect the desired change. The critical mass for this proposal includes the city manager, chief of police, police psychologist, police association president, and the city personnel director.

Commitment Planning

A commitment plan is an action plan created to secure the support of individuals and groups necessary for the success of the project. To put the commitment plan to work, three key elements must be put into action. First, the key people and groups must be identified. Then, a determination of the level of commitment that is required from each involved party must be determined. Finally, a plan must be developed to obtain the level of commitment necessary for the success of the project.

A table was created below that outlines the critical mass or key players required to implement emotional intelligence testing of police officer applicants for a small urban agency. The first column identifies the key players. The second column shows the key players current level of commitment, or lack of commitment. The following 3 columns show the level of commitment necessary to put the plan into action.

Table 4.1 Commitment Chart

KEY PLAYERS	NO COMMITMENT	LET IT HAPPEN	HELP IT HAPPEN	MAKE IT HAPPEN
City Manager	X		O	
Chief of Police				X O
Police Psychologist	X		O	
P.O.A. President		X O		
City Personnel Director	X	O		

X = Present degree of commitment O = Minimum commitment required

It is clear from the Commitment Chart that the identified individuals and groups require specific attention to be moved into a position of supporting emotional intelligence testing of police officer applicants for a small urban agency. By identifying the key players and understanding the level of commitment necessary from each of them, the proposal will be kept on course.

Individuals and groups within the “make it happen” and “help it happen” column will be the driving force behind emotional intelligence testing of police officer applicants. Their early support and understanding of the proposal should be a top priority. Once they support the proposal and agree to their level of commitment, it should be somewhat easier to have others commitment.

Responsibility Planning

The implementation of the plan can only occur if everyone understands their individual role and is accountable for that area of responsibility. By identifying and tracking the responsibilities of key individuals, a smooth and successful transition can begin to take shape. Responsibility charting helps to keep people on track by clarifying individual responsibilities.

Providing a priority of actions and eliminating any confusion between assignments are two other reasons to have a responsibility table.

The police chief must take overall responsibility during transition management and implementation. It is his or her job to follow up on the progress of the other participants. Additionally, in many communities, the police chief has more political influence and recognition than the others involved in the project. If the police chief is not highly motivated to implement change, the project will fail.

The city manager and mayor have similar roles. Although the area of responsibility identified for the city manager is to gain city council support. A healthy city council should view themselves as the eyes and ears of the community they were elected to serve. The mayor's area of responsibility is to establish community support. Therefore, the city manager and mayor need to work together.

Police psychologists' have the responsibility of developing emotional intelligence testing instruments. Psychologists must also work with the city attorneys. City attorneys and police psychologists must be able to defend emotional intelligence testing when an unsuccessful police officer applicant challenges the validity of the test in a court of law.

The academy director is concerned with the quality of police officer applicants graduating the academy, the cost, and the time it takes to teach the mandated curriculum. The academy director will have the responsibility of including emotional intelligence testing to the academy curriculum.

The police command staff and the police officer association (P.O.A.) president will get their direction from the police chief. The police chief will direct the command staff to develop program guidelines, monitor progress and provide updates. The police chief will also need to

meet with the P.O.A. president to explain the benefits and responsibilities of the program. The P.O.A. president will then need to gain the support of the police union.

The school superintendent is an external stakeholder with a great deal of political influence. The school superintendent's responsibility is to establish community support. The police chief will meet with the superintendent to keep him or her informed so they feel they have influence will lend their support to the project.

In the responsibility table, individuals and groups have been identified as actors. What the actors need to do, so emotional intelligence testing of police officer applicants will occur, has been identified as actions. Each actor has an interest in the identified actions. That interest has been categorized as responsibility, approval, support and inform. Some actors have one or more areas of responsibility. Many actors can be assigned for approval, support, or to inform. However, every actor has an assigned level of responsibility for every identified action.

Table 4.2 Responsibility Table

ACTIONS	ACTORS										
	City Manager	City Attorney	Mayor	Chief of Police	Academy Director	Police Psychologist	P.O.A. President	City Personnel Director	Command Staff	School Superintendent	
Develop program participation guidelines	S	I	S	A	I	S	I	I	R	I	
Develop a cost analysis	A	I	S	R	S	S	I	S	A	I	
Gain City Council support	R	I	A	A	I	I	I	I	I	I	
Research legal issues	S	R	I	S	S	A	I	A	I	I	
Explore E.I. test instruments	I	I	I	S	A	R	I	I	I	S	
Develop policy	S	S	S	A	A	S	I	R	S	I	
Gain police union support	I	I	I	A	I	I	R	I	S	I	
Establish academy approval	I	S	I	A	R	S	I	I	A	I	
Establish community support	A	I	R	S	I	I	A	I	A	A	
Monitor progress and provide updates	A	I	S	A	S	I	I	I	R	I	

R = Responsibility A = Approval S = Support I = Inform

In the responsibility table, identified individuals and groups are given assignments.

However, if and when problems arise, the chart may be adjusted as needed.

Evaluation

To ensure progress and a smooth implementation, an evaluation of the key players' performance will be monitored. This evaluation process will be done informally at weekly or periodic meetings when the project is being discussed. In cases where police personnel are involved in the project, their performance will also be incorporated formally into their annual performance evaluation.

Chapter 5 will be a summary of the findings and conclusions of the project. The chapter will conclude with a recommendation as to the role of emotional intelligence testing of police officer applicants for a small urban agency by 2008.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

Summary

This research project studied the future role of emotional intelligence testing of police officer applicants for a small urban agency by 2008. In doing the research for this proposal, it became clear that there are many competing interests in the implementation of emotional intelligence testing of police officer applicants. Areas of concern were identified within the dimensions of social, technological, economic, political and legal issues.

Strengths of emotional intelligence include one of the building blocks that all other training and field tactics have at their origin. By developing a police officer applicant's emotional intelligence skill level, the effectiveness of the applicant will benefit the officer, the department and the community. By removing those police officer applicants who demonstrate an inability or lack of aptitude toward emotional intelligence, we will also be identifying and removing those applicants who would ultimately fail as police officers.

A weakness of emotional intelligence testing is it is only as good as the person providing the service. The field of emotional intelligence, like psychology, is not an exact science and is open to interpretation. There are basic guidelines and accepted practices that all testing and training should adhere to. However, the success or failure of emotional intelligence testing ultimately rests with the abilities of the examiner.

The opportunities of emotional intelligence testing of police officer applicants rests with the quality of police officers it produces. Emotional intelligence testing of police officer applicants can facilitate an officer's ability to react to community needs. The community would in turn see the department as responsive to its needs and build a stronger bond with its police

department. Police academies could also focus more on training and spend less time on weeding out marginal applicants, because emotional intelligence testing and training would be able to identify those applicants who need to be dropped from the process.

Threats would include police officer applicants eliminated from the process challenging the validity of emotional intelligence testing and that of the examiner. Because there are no college degrees given in emotional intelligence, a rejected applicant could easily challenge department's findings with a so-called expert in emotional intelligence who has varying degrees of skill or ethics.

Of paramount importance, overshadowing all other areas of concern was the question of whether or not the police agencies would realize a superior police officer applicant by employing emotional intelligence testing. Furthermore, since the field of emotional intelligence is not an exact science, how would police agencies know if their police officer applicants were receiving the most effective tests for their purposes?

It is much easier to change, modify or expand an existing program than create a new one. In developing this project, the question needed to be asked if the same objective could be achieved through existing means, by modifying or combining existing programs that have already proven their viability. Creating a new learning domain within the police academy, or developing a series of tests to be given to police officer applicants by persons of varying qualifications within the emotional intelligence field, without significant improvement seen by police agencies would be unsuccessful.

Without question, some police officer applicants would benefit from emotional intelligence testing. However, to what extent an applicant would benefit and the number of applicants that would benefit is questionable.

Establishing professional standards, that can withstand courtroom scrutiny, is also of concern. This is not only true for the police officer applicants, but for the individuals presenting the testing materials. Colleges and universities do not issue degrees in emotional intelligence and it would be difficult for a small police department to determine the effectiveness or the professional level of its examiner.

A police agency that sees itself as being on the cutting edge with a supportive community might be more willing to waive these cautions to the wind and implement this program. However, in a more conservative atmosphere, this type of a proposal would have little support and not be implemented unless mandated by the courts.

Funding for such a proposal could be questionable. Typically, any extra funds that are directed towards the police department could take the form of additional officers, or a tangible objective that the political leaders can point to as a concrete achievement. Given the choice between emotional intelligence testing or a school resource officer, or other highly visible programs, emotional intelligence testing will lose every time.

It is also worth considering if a small urban police agency should be the driving force behind emotional intelligence testing. Perhaps a large agency, which maintains its own training staff, a cadre of psychologists and an academy might be in a better position to institute such a program. Since most small urban police agencies contract with larger agencies for academy training of their police officer applicants, a small agency could receive the benefits of emotional intelligence testing if it were implemented by a larger agency.

Recommendations

Emotional intelligence testing is desirable and has a place in the future for preparing young men and women for a career in law enforcement. However, that future may not

necessarily be as a stand-alone dimension. Police psychologists can adjust and focus their current testing to develop criteria that meets the small urban police agency profile as it relates to emotional intelligence.

For the sake of maintaining professional standards combined with the ability of police psychologists to make emotional intelligence findings of police officer applicants during their pre-service psychological testing, it would be advantageous to move forward with emotional intelligence testing as described in this project.

It is recommended that small urban police agencies pursue emotional intelligence testing. Emotional intelligence testing will aid in the selection of the best possible applicants. The testing should be completed prior to the police officer applicant beginning his or her academy training.

Small urban police agencies will need to secure the services of competent professionals to administer the testing. Emotional intelligence testing and training is only as good as the individual presenting the material. The selection of a person to test its police officer applicants must be done with great care with the appreciation that this will set the tone for the police officer's career.

Conclusions

Emotional intelligence is a valid field that will continue to gain prominence well into the future. The police officers, police officer applicants and police departments that recognize the value of emotional intelligence will be better prepared than others. Emotional intelligence in the law enforcement workplace is not limited to the size of the agency. Officers at every level in police departments, both big and small, can benefit from emotional intelligence. How

aggressively a department pursues emotional intelligence testing and training will determine the level of benefit they will realize.

APPENDIX A

NGT Panel Members

The participants were:

Samuel Angulo
DF Polygraph

Sgt. Natalie Doster
Los Angeles Police Department
Recruit Training

Nancy B. Farris Ph.D.
Clinical Psychologist

Ricardo Gomez
The Huntington Library, Art Collections and Botanical Gardens
Security Manager

Cliff Hadsell
San Marino Fire Department

Sgt. Ed Steward
Los Angeles County Sheriffs Department
Training Academy

Dan Morgan
Morgan Investigation

Becky Ung
Author of Emotional Intelligence

The composition of the NGT panel members, in random order is as follows:

AGE

Range from 32 to 57

RACE

1- Asian 3- Hispanic
3- Caucasian 1- Black

SEX

3- Female
5- Male

YEARS OF GRADUATE AND POST-GRADUATE STUDY

8	11	8
2	2	4
4	4	

SIZE OF AGENCY EMPLOYED

N/A	>10,000	N/A
N/A	<100	<100
N/A	>10,000	

APPENDIX B

NGT TRENDS

- Organizational Culture
- Police Applicants have more Formal Education than in Years Past
- The “Me” Generation is Already Talking About Promotion and Retirement
- Proactive and Reactive
- Psychologists Effect on Clinical Testing
- Empathy Towards the Community
- Testing for Followers vs. Leaders
- Life Experience
- Ethical Testing
- Opportunists
- Validity of Psychological Testing on Police Officers
- Role Models or Lack of Role Models
- Lack of Consistent Standards
- Build Ethical Components into Training

APPENDIX C

NGT EVENTS

- Chain Reaction to Terrorists on Los Angeles Harbor
- Suicide Bombers
- California Declares Bankruptcy
- Economic Crisis
- Legalization of Drugs
- International Policing
- Corruption / Scandal
- Cultural Issues
- Technology to Control Behavior
- Social Acceptance
- Political Uncertainty, Parties Gaining and Losing Power
- Medical Advances, A Good Behavior Pill

APPENDIX D

PSYCHOLOGICAL EXAMINATION REQUIREMENTS

The Commission on Peace Officer Standards and Training (POST) has established the following psychological examination requirements within the POST Administrative Manual (PAM).

2-8. Psychological Suitability: Peace officer applicants shall be judged to be free from job-relevant psychopathology, including personality disorders, by a qualified professional, as described in Government Code Section 1031 (f) (i.e., by a licensed physician and surgeon or by a licensed psychologist who has a doctoral degree in psychology and at least five years of postgraduate experience in the diagnosis and treatment of emotional and mental disorders). References in making this determination are identified in the "POST Psychological Screening Manual, December 1984" the use of which is discretionary.

2-9. Psychological Suitability Examination Requirements:

- (a) A minimum of two psychological tests shall be used. One must be normed in such a manner as to identify patterns of abnormal behavior; the other must be oriented toward assessing relevant dimensions of normal behavior.
- (b) A clinical interview shall be conducted. The psychological test results shall be reviewed in advance by the individual who conducts the clinical interview.
- (c) Interpretation of the psychological test score information and conduct of the clinical interview shall be performed by a qualified professional as defined in sub-paragraph 2-8.

ENDNOTES

¹ John R. Graham, MMPI-2: Assessing Personality and Psychopathology, New York, NY, 1990, p.8.

² C. Cherniss, Emotional Intelligence: What it is and Why it Matters. Available on the World Wide Web, [Hwww.eiconsortium.org](http://www.eiconsortium.org)H, 2000.

³ Becky Ung, What You Wish Is What You Get, an Approach to Increase Your Emotional Intelligence and Potential, 2002, and Wonderful EQ Beautiful Life, 2001. [English titles to works in Chinese].

⁴ Susan Saxe-Clifford, Ph.D., Telephone interview, June 17, 2003.

⁵ U.S. Department of Justice, Federal Bureau of Investigation, Uniform Crime Reporting Program, Crime in the United States 1980-1994, (Washington DC: Government printing office, 1980-1994), p.96

⁶ U.S. Department of Justice, Federal Bureau of Investigation, Uniform Crime Reporting Program, Law Enforcement Officers Killed and Assaulted 2001, Table 6, Metropolitan Statistical Area 2001

⁷ Esensten, Tom, Organizational Effectiveness Consulting, Command College lecture, October 10, 2002.

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