

Attracting and Selecting the Right Stuff:

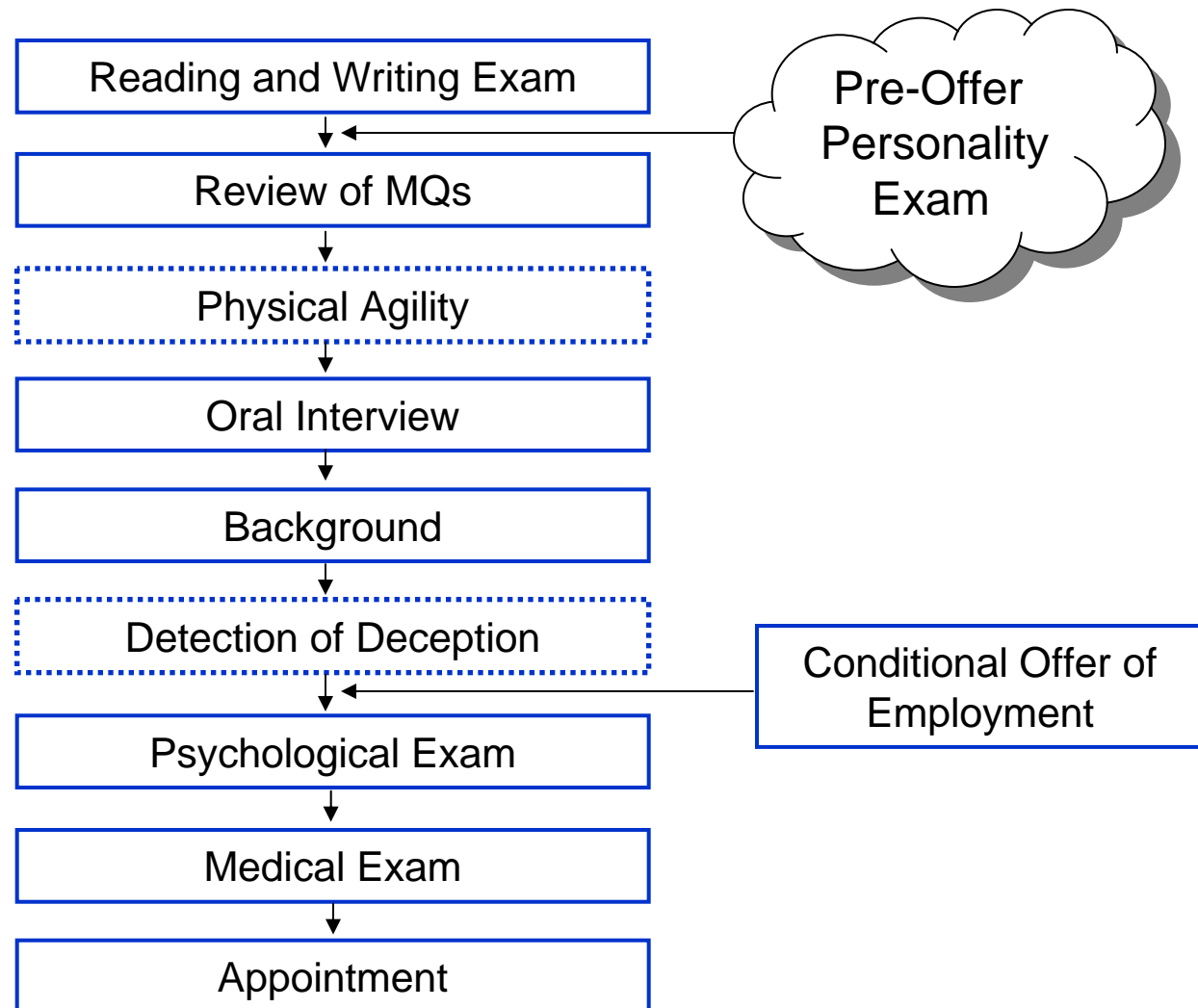
Lessons Learned from the California Commission on Peace Officer Standards and Training



Presenters

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Peace Officer Selection Process



Developing A Winning Recruitment Program



IPMAAC Conference
June 26, 2006

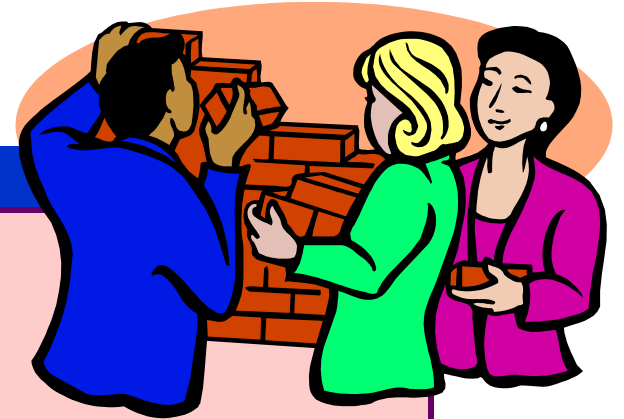
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Overview of Session

- Background
 - National Perspective
 - California Perspective
- Recruitment



Project Overview



- Establish R & R Advisory Council
- Survey of Literature
- Survey of Academy Recruits
- Survey of Recruiters
- Survey of Symposium 2001 Attendees
- Focus Groups – Subject Matter Experts
- National Conferences & Training
- 2005 Recruitment and Retention Symposium
- 2006 Recruiter Seminar

National Perspective



- 80 million Baby Boomers reaching retirement ages – Leaving a gap of 30 MILLION
- Elderly population to grow...double by 2020 and triple by 2050
- Hispanics - 12.6% of population - DOUBLE by 2050. Asian percent will double too.
- Labor force – A projected gap in qualified workers of 10 MILLION

National Perspective



- By 2007, 50% of the federal workforce eligible to retire
- 2/3rds of college students not willing to wait more than one month for govt. job
- Top Federal priority – Enforcement, Security and Compliance Assistance

California Perspective



- California population (0604) = 36,590,814
- Growth – 600K average for past 5 years
- 2002-2012: 6.2 million new jobs
- Changing Demographics
 - Hispanic: 36% of children under 18, 4.5%>64
 - White: 20.7% of children under 18, 15%>64

California Perspective



- 70K or 34% state workers eligible to retire by 2009
- Between 1970 & 1990 state only found 50% of college educated state workers in CA
- Trend – Increasing need for knowledge workers due to use of computers, internet and telecommuting

California Perspective

- Dept Labor – Est. 68,000 law enforcement positions will need to be filled between 2002 & 2012...38,000 new positions
- POST Database – 8500+ are 50 or older
9400+ more within 5 years



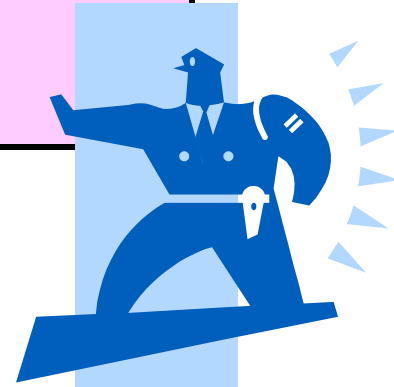
Recruit Survey

- 15 academies participated
- 850 recruits completed the survey
- 61% affiliated
- 10.5% female/affiliated
- 16% female/non-affiliated

Recruit Survey

Reasons for pursuing a L.E. Career

- Desire to serve – 57/58%
- Adventure/excitement – 49/51%
- Stable employment – 41/42%
- Non-routine work – 39/38%



Recruit Survey

Most Difficult Aspect of Process

- Time required to complete the process
- Lack of contact through the process



Recruit Survey

Reasons candidates chose the agency:

- Reputation
- Variety of assignments
- Location
- Willing to send recruit to academy



Recruit Survey Recruited to Agency Via:

- Self-referral
- Website
- Agency employee who is a friend or relative
- Agency employee told me about the opportunity



Recruit Survey When Recruits Decided

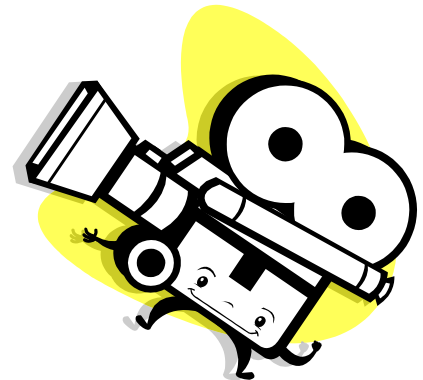
50% or more decided they were
interested in law enforcement by
high school graduation





Recruit Survey Free Time Activities

- DVD movies at home – 67/74%
- Jogging – 62/58%
- Movies at theatre – 55/55%



10 Steps to Improving Recruitment



1 - Develop a Recruitment Strategic Plan

- Does the agency head support the program?
- How many do you need to recruit?
- To what extent is this a strategic priority?
- Who is the ideal candidate?
- Is diversity important?

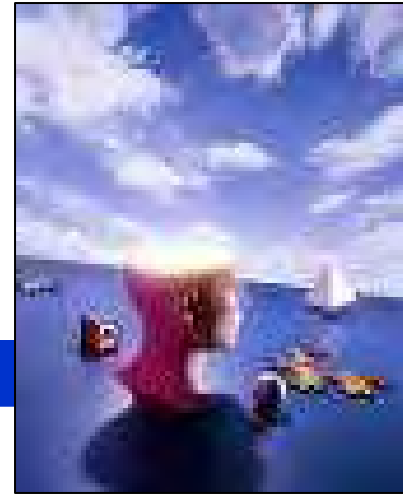


Strategic Plan Outline

- Identify stakeholders
- Analysis of current agency practices
- Trends – What is happening around you?
- Determine time frame
- Identify overall goal(s)
- Establish objectives
- Develop an action plan
- Review and evaluate



2 - Conduct Research



- What has attracted employees to your agency?
- What has kept them?
- Why do officers leave?
- What's the ROI for each advertising effort?
- To what extent are all employees engaged in the recruitment process?

3 - Personalize the Recruitment Process

- Make staff available to answer questions
- Send notices to keep candidates abreast of progress in the selection process
- Reach out to the families of candidates
- Stage an open house
- Mentor selected candidates through the process

Comments by Recruits

- “Become more interested in your applicants, and correspond with them, keeping them abreast...”
- “...Be a little more helpful during recruitment...give more info during application and be friendly.”
- “Keep in contact with people. It is very frustrating not knowing what is going on...”

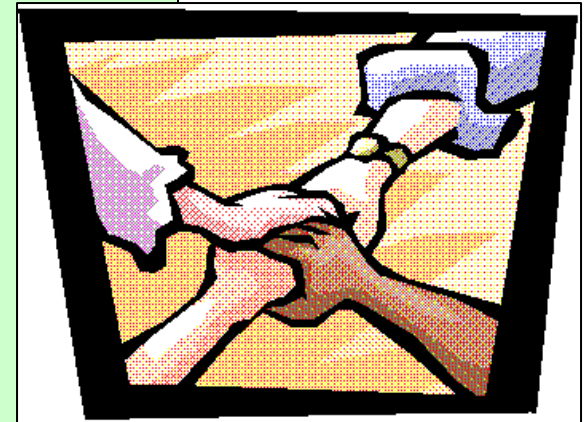
4 - Select the Right People as Recruiters and Train Them

- Match diversity to target candidates
- Willingness and desire to do the job
- Knowledge of selection process, etc.
- Provide training to develop knowledge and skill



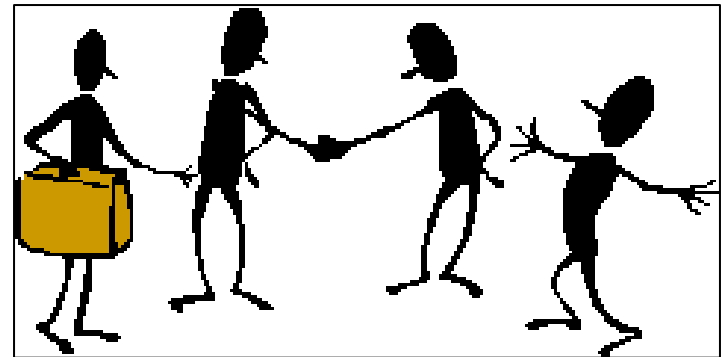
5 - Build Strong Partnerships

- Community-based organizations
- Colleges/Student groups
- Other departments internal to your jurisdiction
- Recruiters in other disciplines/organizations
- Other city/county/state departments
- Refer to other agencies when there is no fit



6 - Develop an Employee Referral Program

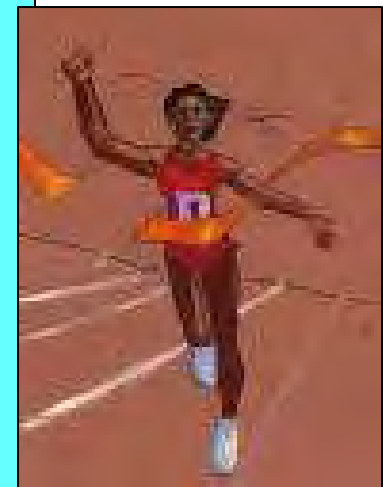
- Best source of referrals
- Culture of commitment to agency
- Keep them informed
- Give them tools
- Reward/recognize



7 - Improve the Selection Process

Extreme Hiring Makeovers
www.ourpublicservice.org

- Speed & Refine the process
 - End to End review
 - Avoid duplication & unnecessary steps
- Seek stakeholder buy-in
- Evaluate the outcomes
- Ideas for improving the process
 - Application/Examination/Background and Hiring
- Find another fit



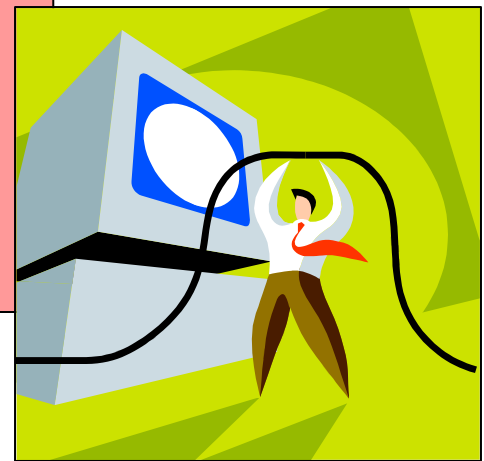
8 - Develop an Advertising Plan

- Goal – Attract best qualified candidates
- What do they want?
- Do you have funding?
- Select mediums that will fit your budget and get your message to the intended audience
- Partner with others



9 - Develop an Internet Presence

- One of best advertising mediums
- Consider link on agency website
- Include
 - General information
 - List of opportunities to serve
 - Downloadable information/application
 - Contact information



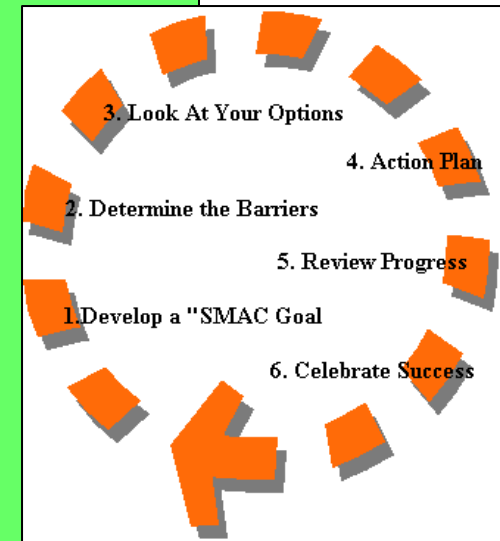
Effective websites are:

- Easy to navigate
- Jargon free
- Careful not to undermine the message
- Convey a clear message
- Up-to-date
- Interactive
 - Allow for on-line questions
 - Download or submit application



10 - Employ Effective Recruitment Strategies

- Ride-a-longs/Job shadowing
- Internship/Cadet/Explorer Programs
- College scholarships
- On-going application process
- Other volunteer opportunities
- Community Recruiters
- Employees telling their story
- Effective print literature





www.post.ca.gov/selection/S&E/interview_guide-final.asp

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Interview Topics Addressed

- Structured Interviews – how (much) to
- Legal Issues
- POST Interview Factors
- Developing Interview Questions
- Interview Administration
- Candidate Evaluation

Creation of POST Interview Factors

- Requests to local and state agencies for:
 - Interview Factors
 - Interview Questions
- SME groups identified six common factors
- Factors verified against previous POST job analyses, O*NET, and background dimensions

POST Interview Factors

- Experience
- Problem Solving Ability
- Communication Skills
- Interest/Motivation
- Interpersonal Skills and
- Community Involvement/Awareness

FACTOR 5: Interpersonal Skills

...Officers must **form partnerships** with individuals and groups within the community. They must spend time **meeting and working with people** on a face-to-face basis as a **facilitator, intermediary, and problem solver**

- Social Knowledge/
Appropriateness
- Social Insight
- Empathy
- Social Influence
- Social Self-Regulation
- Sociability
- Team Orientation
- Social-Self Confidence
- Conflict Management Skills
- Negotiating Skills

Two Facets of Interpersonal Skills:

- **Social Knowledge/Appropriateness**
- Behaving correctly in a variety of social situations
- Tactful and effective interactions with a wide variety of different individuals and groups
- Sensitive communication of constructive criticism and other negative information
- **Social Insight**
- Ability to discern people's motivations, feelings and intentions underlying behavior by correctly interpreting behavioral cues
- Aware of the impact of one's words and behavior on others
- Accurate prediction of others' behavior

Example Interpersonal Questions

- Describe a time when you worked on a project as part of a group effort. What was your role and what was the final outcome?
- Describe an experience you have had that involved a conflict with a co-worker. How did you resolve the conflict? Is there anything you would have done differently? Why?



POST Oral Interview Question Bank

- Solicited questions from agencies
- Edited and culled for redundancy, relevance, appropriateness
- Categorized into POST factors (plus Integrity and Background)
- N>300
- Accessed through www.post.ca.gov , after signing a security agreement

Pre-Employment Background Investigations of Peace Officers and Public Safety Dispatchers

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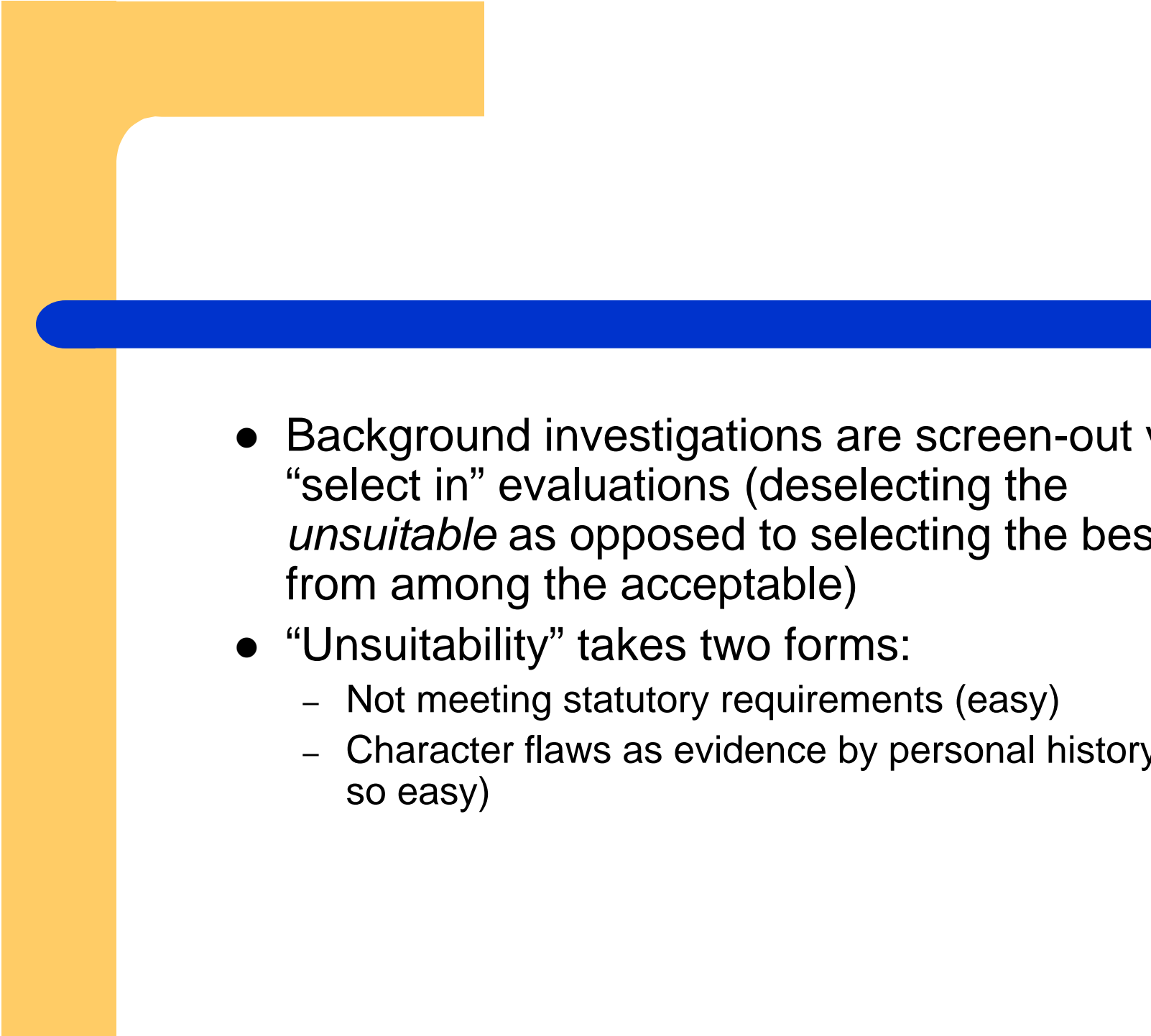
Background Investigation Pros and Cons

CONS

- Can be expensive
- Labor intensive
- Prolongs the selection process
- Eliminate candidates in a time of severe personnel shortages

PROS

- Provides “third party” (vs. self-report) information – offsets social desirability biases, good faking, and lying
- Past behavior best predictor of future behavior: can demonstrate a candidate’s true suitability or lack thereof
- Duty to assure that tax funds will be wisely spent only upon qualified public employees

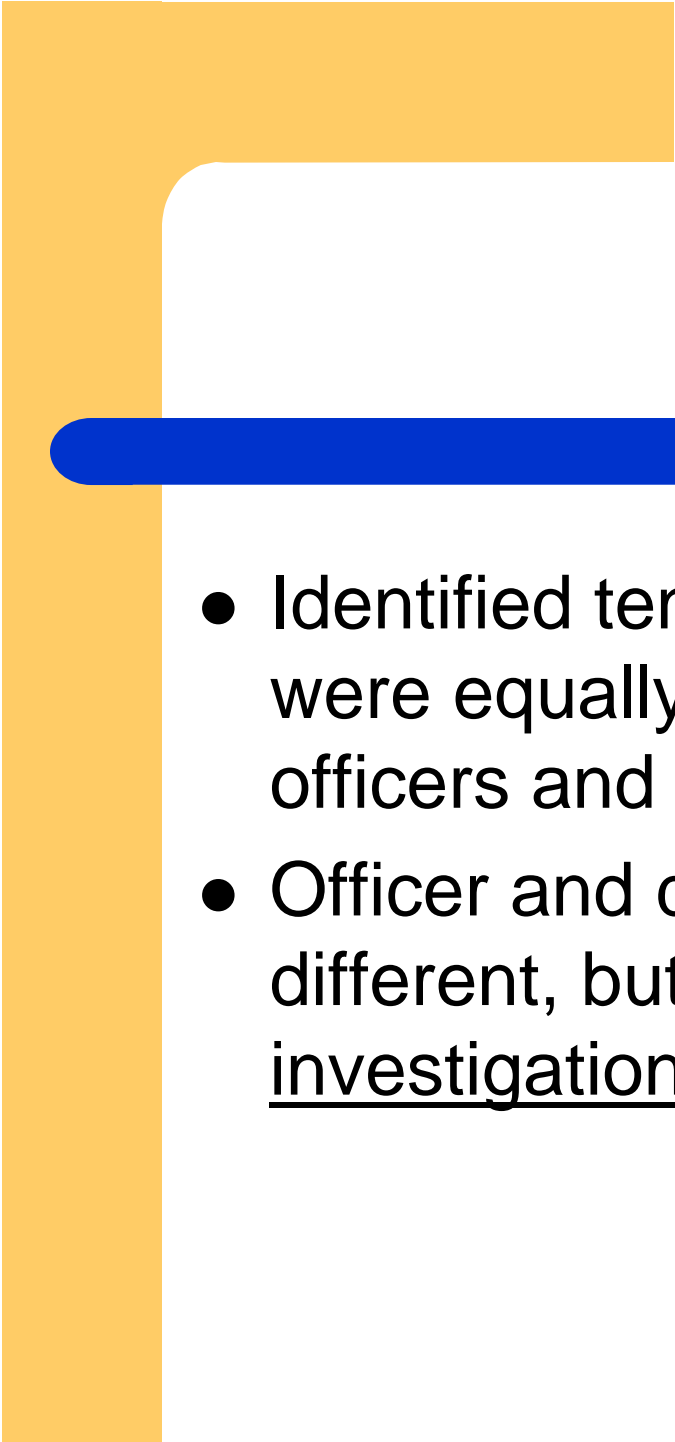

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- Background investigations are screen-out vs. “select in” evaluations (deselecting the *unsuitable* as opposed to selecting the best from among the acceptable)
 - “Unsuitability” takes two forms:
 - Not meeting statutory requirements (easy)
 - Character flaws as evidence by personal history (not so easy)

Defining Unsuitability

- Reviewed recent personality-based job analyses conducted by POST and others
- Reviewed O*NET information on job requirements and attributes for police patrol officers, police, and police, fire and ambulance dispatchers

**PEACE OFFICER and PUBLIC SAFETY DISPATCHER IMPORTANCE RATINGS on
SELECTED U.S. DEPT. OF LABOR O*NET JOB ATTRIBUTES**

		<u>Importance %</u>	
		PO	PSD
Integrity	Integrity	96	91
Stress Tolerance	Stress Tolerance	93	96
	Frequency of Conflict Situations	94	88
	Deal With Unpleasant or Angry People?	92	94
	Self Control	96	94
Decision Making And Judgment	Critical Thinking	86	81
	Frequency of Decision Making	94	95
	Inductive Reasoning	84	88
	Deductive Reasoning	75	81
Conscientious- ness	Dependability	88	91
	Initiative	80	82
	Attention to Detail	90	88
	Getting Information	93	99
Interpersonal Skills	Working Directly with the Public	92	92
	Work With Work Group or Team	92	93
	Concern for Others	81	84
	Active Listening	88	97
Communication Skills	Oral Comprehension	84	100
	Speaking	81	92
	Writing	84	59
	Written Expression	66	84

- 
- 
- Identified ten measurable dimensions that were equally applicable to law enforcement officers and to public safety dispatchers
 - Officer and dispatcher jobs may be quite different, but for the purpose of background investigation, attributes assessed are similar

Background Dimensions for Peace Officers and Public Safety Dispatchers

- Integrity
- Interpersonal Skills
- Conscientiousness
- Confronting Problems, Obstacles and Adversity
- Substance Abuse and Other Risk-taking Behaviors
- Decision Making and Judgment
- Impulse Control/Attention to Safety
- Stress Tolerance
- Learning Ability
- Communications skills

Integrity

Maintaining high standards of personal conduct.
Honesty, impartiality, trustworthiness, and
abiding by laws, regulations and procedures.

- ✓ Not **abusing the system** nor using one's **position for personal gain**; not yielding to temptations of bribes, favors, gratuities, or payoffs
- ✓ Not **bending rules** or otherwise trying to **beat the system**
- ✓ Not sharing or releasing **confidential information**
- ✓ Not engaging in **illegal or immoral activities** - either on or off the job
- ✓ **Honest and impartial** in dealings with others both in and outside the agency
- ✓ Not condoning or ignoring **unethical/illegal conduct in others**
- ✓ **Truthful and honest** sworn testimony, affidavits, and in all dealings with others

Examples of Integrity Indicators

- ⑩ Dishonesty in the hiring process, including:
 - ❑ deliberately misstating or misrepresenting identifying information or qualifications, whether orally or in writing
 - ❑ misleading any person involved in the screening process by misstating, misrepresenting, or failing to completely answer questions
 - ❑ Lying about past mistakes or oversights

A second example of how dimensions are used

- The investigator examines past conduct and official records to determine how well applicants, for example, demonstrate “Stress Tolerance” or other dimensions

Backgrounds routinely identify

- Applicants who have engaged in criminal activity, including theft, sexual assault, illegal drug use, etc. (e.g., integrity, /substance abuse, risk-taking behaviors, or decision making)
- Applicants who have a propensity toward violence toward others, including co-workers or members of the public (e.g., interpersonal skills, stress tolerance, decision making)
- Applicants whose on-the-job performance has been consistently unsatisfactory (e.g., conscientiousness)

Even where there is a legal mandate to conduct a background

- Rarely is there specific guidance on precisely what to do or how to do it
- Backgrounds require a great deal of forethought
- Personnel investigations often require a knowledge base quite different from other types of investigative work
- Training is not always readily available

The Problems

- Rarely is there specific guidance on precisely what to do or how to do it
- Privacy and other fair employment laws may impede the gathering of needed information on a state or federal level
- Background investigation inquiries spans both (ADA) pre and post offer (*Leonel vs. American Airlines*)
- Skittishness about asking pre-offer questions in grey-area” topics (e.g., drug use, alcohol)
- POST position of collaboration among background investigator, psychologist and doctor may conflict with agency policy.

POST

T R A I N I N G

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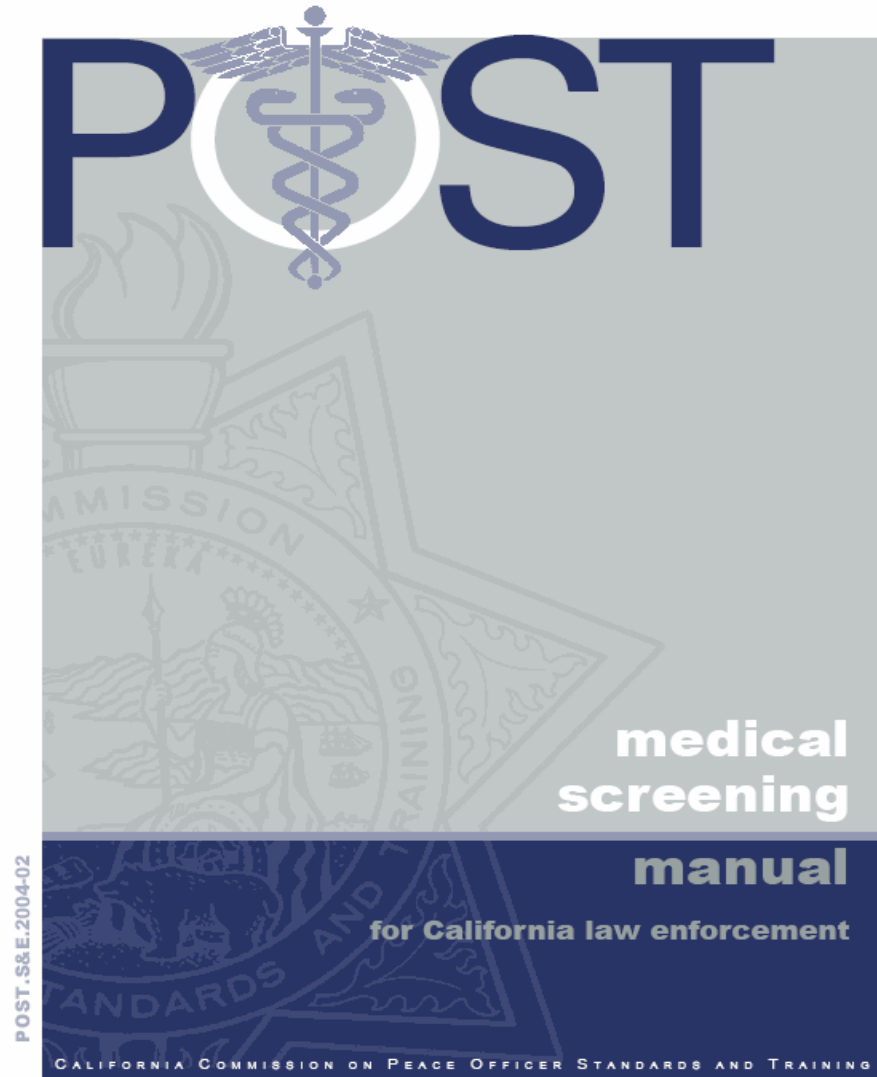
background investigation manual

guidelines for
the investigator

Medical Screening Manual

www.post.ca.gov/selection/medical.asp

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MEDICAL SCREENING MANUAL

- Divided into 12 Body Systems (Neurology, Endocrinology, etc.)
- Each Chapter includes:
 - Implications for Job Performance
 - General Examination and Evaluation Protocols
 - Examination and Evaluation Protocols for specific conditions (e.g., diabetes, hepatitis)

PSYCHOLOGICAL SCREENING MANUAL FOR CALIFORNIA LAW ENFORCEMENT



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Psychological Screening of Peace Officers

California Requirements

- “Ensure candidates are free from any ***emotional, or mental condition*** which ***might*** adversely affect the exercise of their peace officer powers (GC 1031) and from ***job-relevant psychopathology***, including personality disorders” (POST Reg. 1002).
- Minimum of two tests; one normed to identify abnormal behavior, the other assessing normal behavior
- A clinical interview by a qualified professional (POST Procedure C-2)

PSYCHOLOGICAL SCREENING GOALS

- Provide a strong empirical basis to guide clinical decision-making
- Clarify what constitutes psychological unacceptability
- Enhance **consistency** and **accountability** statewide
- Include guidance on ***all*** aspects of the exam process
- Psychologists (not test) seen as primary testing instrument
- Integrate psychological screening into larger hiring process
- **Base process on validated, behaviorally-defined psychological constructs**

Major Project Phases

- Job Analysis → Trait Development
- Meta-Analysis → Validation of Traits
- Examination & Evaluation Protocol Development/Good Practice Guidelines
- Follow-on Activities: Revise Regulations; Create/Implement Psychologist Training

Job Analysis → Trait Development

- Requested information from law enforcement orgs. across state and nation
- Scoured the literature
- Contacted test publishers
- Developed Personality Requirements Questionnaire
- Generated and rated critical incidents
- Convened SME panels

Psychological Screening Dimensions for Peace Officers

1. Social Competence
2. Teamwork
3. Adaptability/Flexibility
4. Conscientiousness/Dependability
5. Impulse Control/Attention to Safety
6. Integrity/Ethics
7. Emotional Regulation & Stress Tolerance
8. Decision-Making & Judgment
9. Assertiveness/Persuasiveness
10. Avoiding Substance Abuse/Other Risk-Taking Behavior

DIMENSION 1: Social Competence

Social competence involves communicating with others in a tactful and respectful manner, and showing sensitivity and concern in one's daily interactions. Includes:

- The ability to “read” people and an awareness of the impact of one's own words and behavior on others (**Social Awareness**);
- Interest and concern for the feelings of others (**Empathy**);
- Tact and impartiality in treating all members of society (**Tolerance**); and
- The ability and comfort in approaching individuals, and in confronting and reducing interpersonal conflict (**Social-Self Confidence/Conflict Management**)

Positive Behaviors Examples:

- Reads peoples' motives and anticipates their reactions by picking up on verbal and behavioral cues;
- Recognizes needs and concerns of others;
- Resolves problems in ways that do not arouse unnecessary antagonism;
- Calms emotional/angry people and defuses conflicts through mediation, negotiation and persuasion rather than force (when appropriate);
- Recognizes the impact of one's own verbal and nonverbal communications on others (and makes sure both are consistent and appropriate).

Counterproductive Behavior Examples:

- Baites people; takes personal offense at comments, insults, or criticism;
- Provokes suspects and others by officious bearing, gratuitous verbal challenge, or through physical contact;
- Antagonizes community members and others;
- Uses profanity and other inappropriate language;
- Refuses to listen to explanations from members of the community and others;
- Performs job duties in a way so as to minimize or avoid interactions with others.

Example Critical Incidents

- While searching bars for a robbery suspect, the officer would stand in front of the bar while his partner would go inside and look for the suspect.
- After a high speed car chase, the suspect ultimately stopped his car and got out. The officer restrained the individual, then flung him down on the ground and proceeded to beat him. The individual was injured

POST Peace Officer Assessment Taxonomies

Personality	Background	Interview	Psychological
<ul style="list-style-type: none"> • Social Competence • Teamwork • Service Orientation 	<ul style="list-style-type: none"> • Interpersonal Skills 	<ul style="list-style-type: none"> • Interpersonal Skills • Community Involvement/Awareness 	<ul style="list-style-type: none"> • Social Competence • Teamwork
<ul style="list-style-type: none"> • Assertiveness/Persuasiveness 	<ul style="list-style-type: none"> • Confronting and Overcoming Problems, Obstacles & Adversity 		<ul style="list-style-type: none"> • Assertiveness/Persuasiveness
<ul style="list-style-type: none"> • Adaptability/Flexibility 			<ul style="list-style-type: none"> • Adaptability/Flexibility
<ul style="list-style-type: none"> • Conscientiousness/Dependability 	<ul style="list-style-type: none"> • Conscientiousness 	<ul style="list-style-type: none"> • Interest/Motivation 	<ul style="list-style-type: none"> • Conscientiousness
<ul style="list-style-type: none"> • Integrity/Ethics 	<ul style="list-style-type: none"> • Integrity 	<ul style="list-style-type: none"> • Integrity 	<ul style="list-style-type: none"> • Integrity
<ul style="list-style-type: none"> • Emotional Regulation/Stress Tolerance 	<ul style="list-style-type: none"> • Stress Tolerance 		<ul style="list-style-type: none"> • Emotional Regulation/Stress Tolerance
<ul style="list-style-type: none"> • Impulse Control/Attention to Safety 	<ul style="list-style-type: none"> • Impulse Control/Attention to Safety 		<ul style="list-style-type: none"> • Impulse Control/Attention to Safety • Substance Abuse and Other Risk-Taking Behavior
<ul style="list-style-type: none"> • Decision-Making Judgment 	<ul style="list-style-type: none"> • Decision-Making and Judgment 	<ul style="list-style-type: none"> • Problem-Solving 	<ul style="list-style-type: none"> • Decision-Making and Judgment
	<ul style="list-style-type: none"> • Learning Ability 		
	<ul style="list-style-type: none"> • Communication Skills 	<ul style="list-style-type: none"> • Communication Skills 	

Meta-Analysis → Validation of Traits (Ones, Viswesvaran, et. al.)

Assess the usefulness of the POST psychological dimensions for predicting police performance – both effective and counterproductive behaviors

When we researched the literature on psychological screening for police performance, we found:

- Little consistency and agreement across studies
- Focused on particular measures & inventories
- Examined a narrow range of criteria
- Limited by specific samples and statistical artifacts

Personality Predictor Space for Police Officers

- Screening psychologists linked POST psychological dimensions to specific personality scales and measures
- Linked dimensions to personality traits using the Hough & Ones (2001) taxonomy of (Big 5) facet, factor and compound personality traits

CA POST Psychological Dimension	Big Five Construct	Construct Name
Social Competence	A Nurturance Ex+ A+ ES+ A+ OE+ A+ A+ C+	Nurturance Warmth Trust Tolerance Lack of Aggression
Teamwork	A	Agreeableness
Adaptability/Flexibility	OE Complexity OE+C- EX+C-	Complexity Non-traditionalism Autonomy
Conscientiousness/Dependability	C C Dependability C Achievement C Order C Persistence Ex+ C+	Conscientiousness Dependability Achievement Order Persistence Ambition
Impulse Control	C Impulse control	Impulse control
Integrity/Ethics	Es+A+C+	Socialization
Emotional Regulation/Stress Tolerance	ES ES Self Esteem ES Low Anxiety ES Even Tempered ES+C+	Emotional Stability Self-Esteem Low Anxiety Even Tempered Self Control
Decision Making/Judgment	OE Creative/Innovation OE Intellect	Creative/Innovation Intellect
Assertiveness/Persuasiveness	Ex Dominance Ex Activity Es+EX+C+	Dominance Activity Fair & Stable Leadership
Avoiding Substance Abuse/Other Risk Taking	EX+OE+C-	Thrill Seeking

Criteria

- Job performance
 - Overall
 - Facets of job performance
 - Outcomes of performance
- Counterproductive behaviors
 - Broad counterproductivity
 - Specific indices of counterproductivity
 - Outcomes of counterproductivity

Criteria: Police Performance and Effectiveness Measures

<i>Performance Construct</i>	<i>Measures</i>
Overall	
Overall Job Performance	Supervisory ratings; effective behavior; composite effectiveness; performance evaluation rating; "success" as a police officer; field performance; job proficiency
Training Performance	Final training grade; instructor's ratings; academy performance; academic average; GPA; examination scores
Facets of Performance	
Task Performance	Performance on traffic enforcement; station duties; special duty assignments; accident scene duties; court preparation & testimony; crime scene duties; handling disturbances; patrol duties; apprehension & arrest; investigating and interviewing; keeping records, reports, paperwork; patrol; driving; emergency incident management; controlling stress situations; emergency medical care; use of police protective equipment; enforcement tactics/high risk and/or felony stops; suspect interview interrogation; report writing; firearms use; equipment use
Interpersonal Performance	Relations with citizens; citizen interactions; relations with co-workers; control of conflict; Interpersonal relations with departmental employees, allied agencies, community groups and violators; appropriate assertiveness; social sensitivity; customer service skills; approachability; public relations; directing others; perceptiveness, cooperation, tolerance; responsiveness to supervision; dealing with public
Teamwork	Working with others; teamwork; working with fellow officers
Outcomes of Performance	
Awards/commendations	Awards; commendations; personal accomplishments; formal written commendations; number of awards received; appreciative letters; positive reports

Criteria: Counterproductive Work Behaviors (CWB)

Construct	Measures
General CWB	
Counterproductive Work Behaviors	Unethical behavior; favoritism/discrimination; firearms misuse; theft; excessive, unnecessary force; impulsive behavior problems; inappropriate aggressive interactions with others; negligence; delinquency; violent behavior; anger management problems; integrity problems; conduct mistakes; misuse of official vehicles; damage or destruction of official property; neglect of duty; inappropriate sexual behavior, harassment; insubordination; failure to comply with department regulations
Facets of CWB	
Withdrawal Behaviors (Absenteeism & Lateness)	Absences; sick days; lateness; withdrawal behaviors
Substance Abuse	Alcohol abuse; substance abuse; illegal drug use
Outcomes of CWB	
Citizen Complaints	Complaints received; complaints sustained; citizen complaints; complaint letters; grounded complaints
Disciplinary Actions	Disciplinary actions, reprimands, negative reports, assignment to restricted duty, number of corrective interviews, negative actions, suspensions, disciplinary days, disciplinary memos.

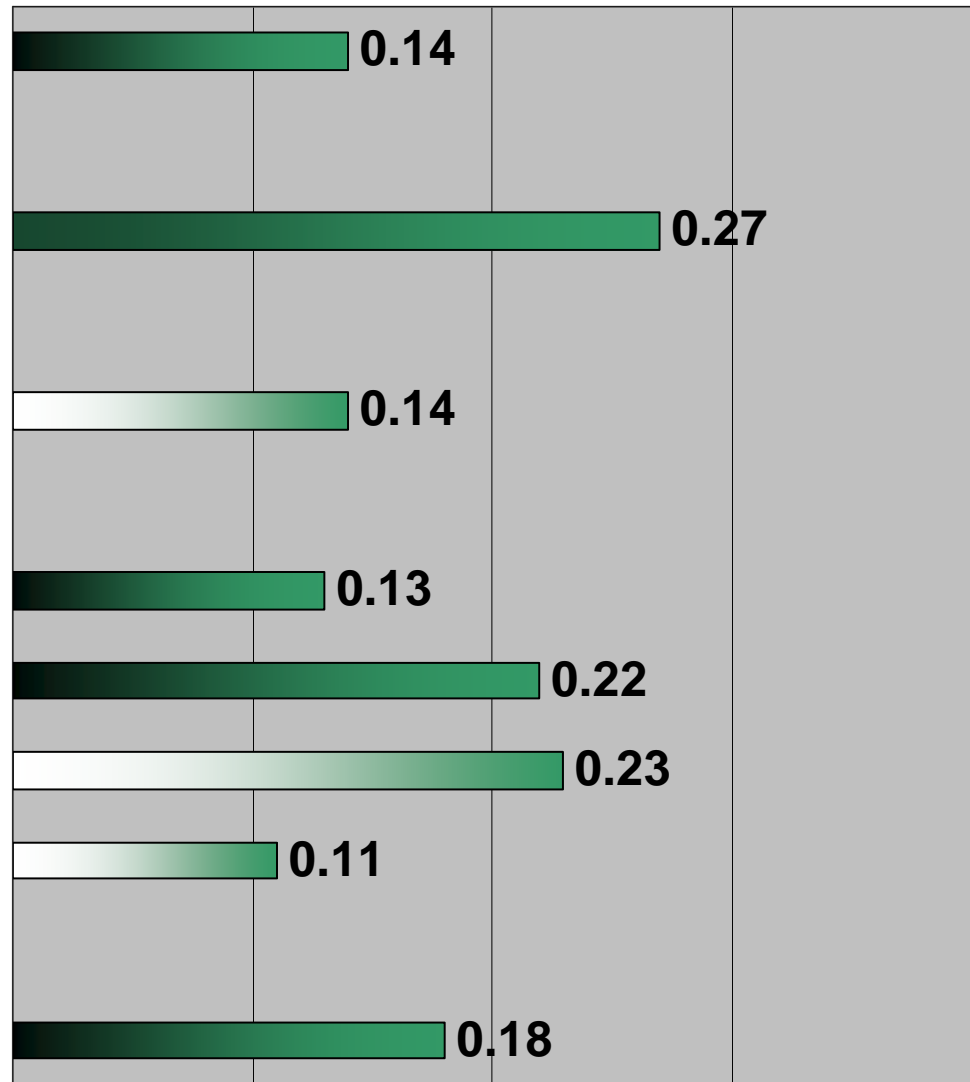
Database

- **19,000 +** criterion-related validity coefficients
- Sources: Psych Lit, Mental Measurement, published and unpublished research
- Excluded: studies failing to report the size of insignificant correlations; median r 's; studies reporting statistics other than correlations
- Most represented *personality measures* included: MMPI, CPI, PAI, Hilson Research Instruments (e.g., IPI), NEO-PI-R, 16PF, LEAP, MBTI, Guildford-Zimmerman Scales....

Predicting Job Performance

Social Competence

A+ C+ (Lack of Aggression)



Teamwork

A (Agreeableness)

Adaptability/Flexibility

OE+ C- (Non-traditionalism)

Conscientiousness/ Dependability

C Dependability

C Achievement

C Order

Ex+ C+ (Ambition)

Impulse Control

C Impulse control

Predicting Job Performance

Integrity/Ethics

Es+A+C+ (Socialization)

Emotional Regulation/ Stress Tolerance

ES Self Esteem

ES Low Anxiety

ES Even Tempered

ES+C+ (Self Control)

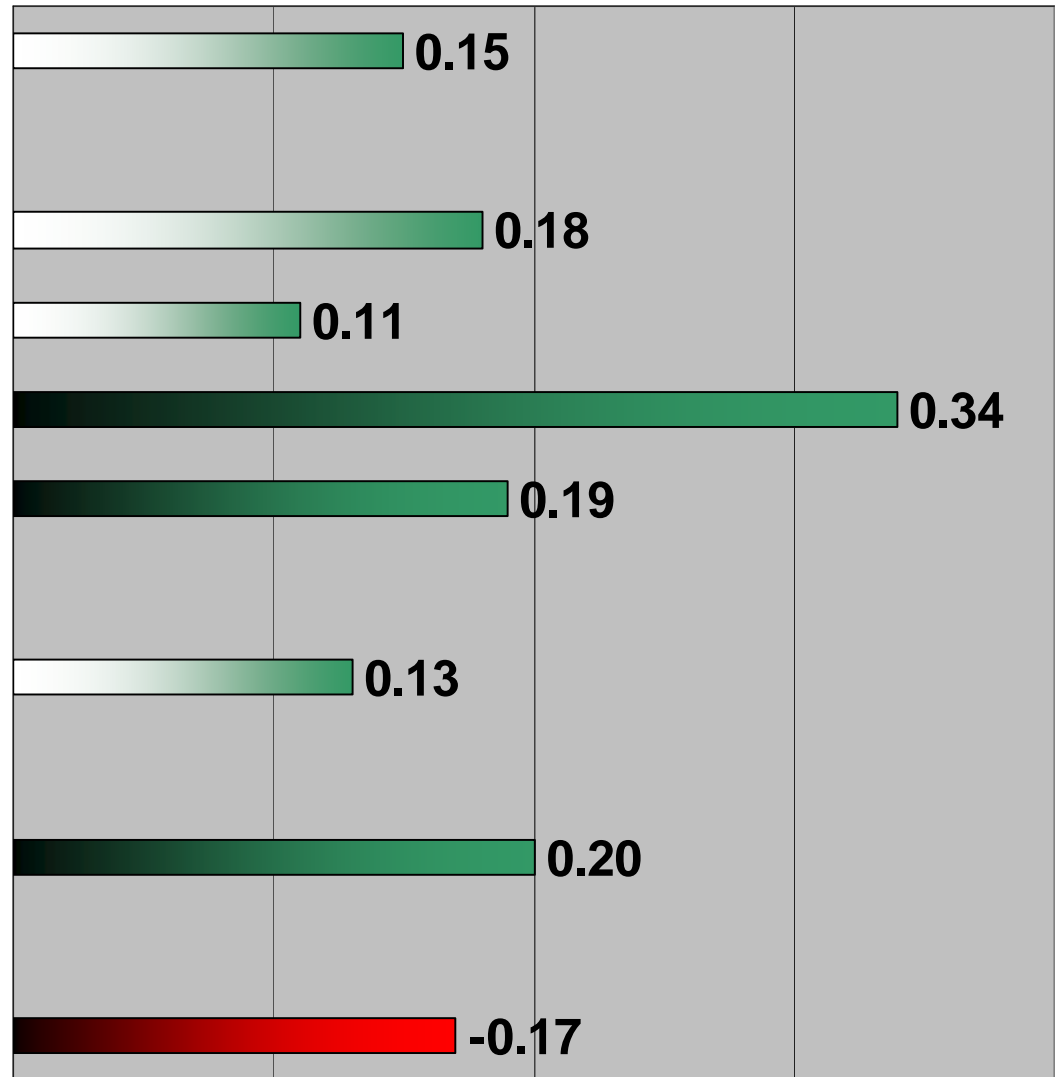
Decision Making/ Judgment

OE Creative/Innovation

Assertiveness/ Persuasiveness

EX Activity

*Avoiding Substance Abuse/
Risk Taking* **ES-EX+C- (Self
Destructive Autonomy)**



Predicting Avoidance of Substance Abuse

Social Competence

A+C+ (Lack of Aggression)

0.13

Teamwork

A (Agreeableness)

0.20

Conscientiousness/ Dependability

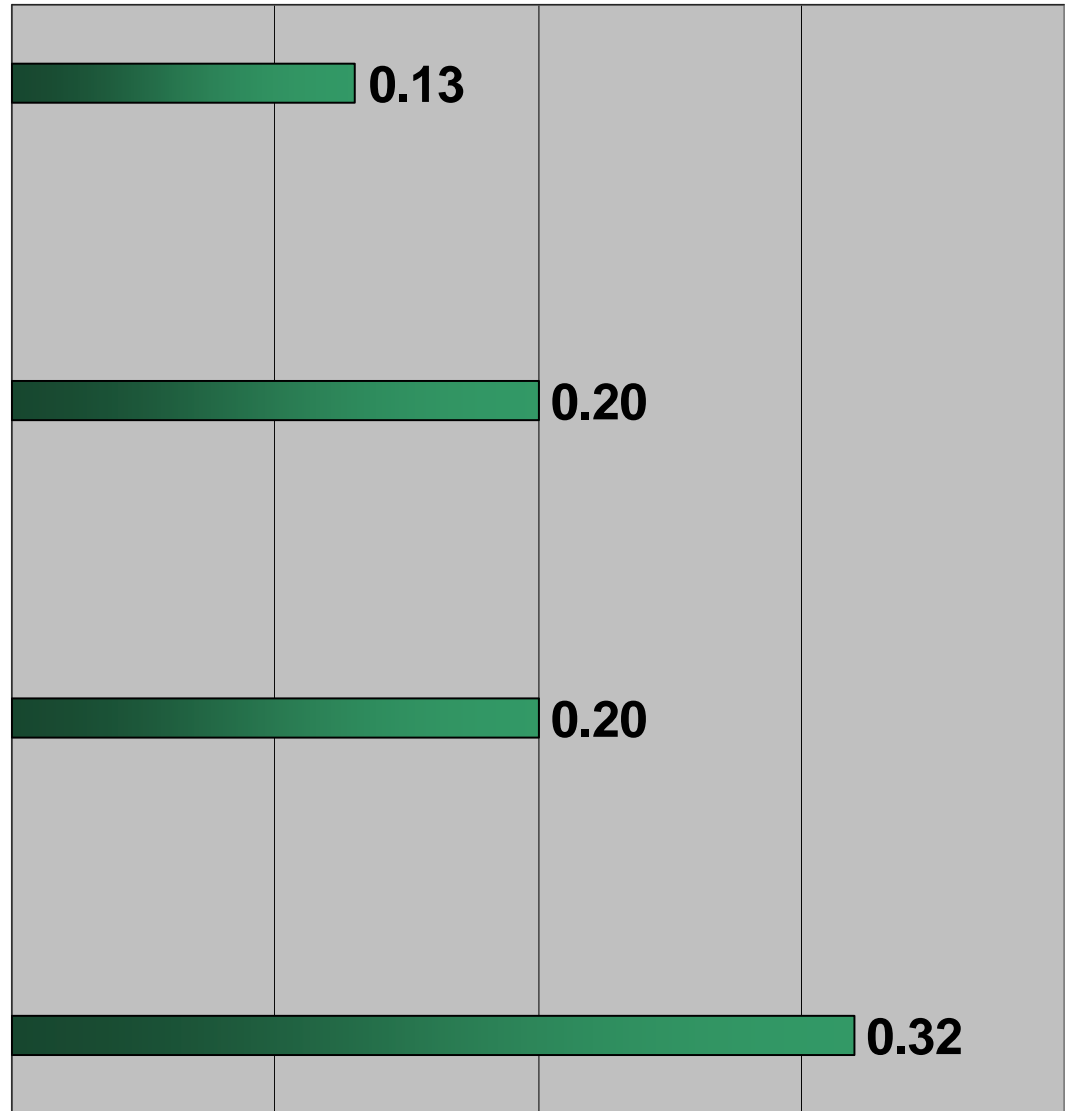
C Persistence

0.20

Impulse Control

C Impulse Control

0.32



Predicting Avoidance of Substance Abuse

Integrity/Ethics

ES+A+C+ (Socialization)

.18

Decision Making/ Judgment

OE Intellect

-0.10

Assertiveness/ Persuasiveness

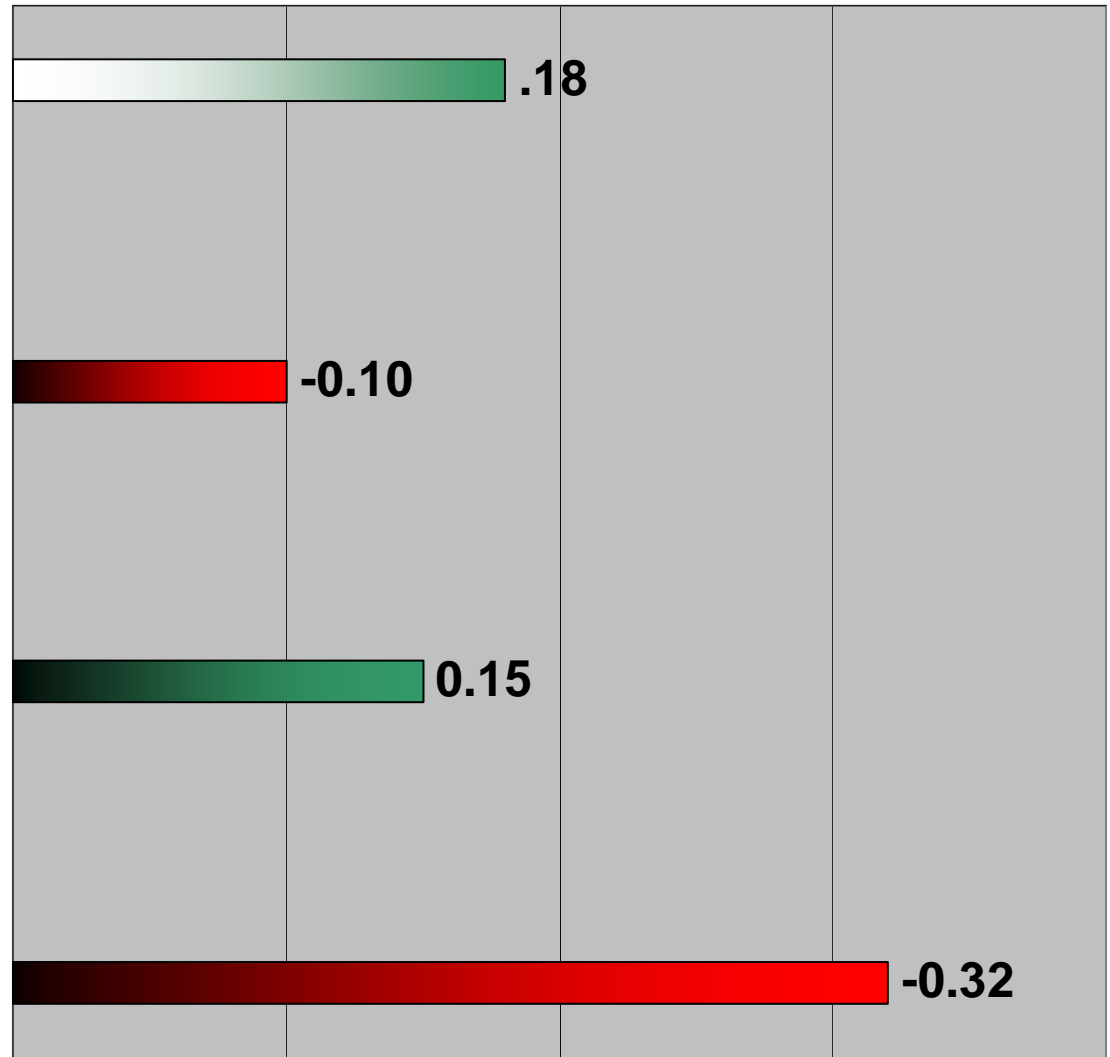
ES+EX+C+ (Fair & Stable
Leadership)

0.15

Avoiding Substance Abuse/ Risk Taking

ES-EX+C- (Self
Destructive Autonomy)

-0.32



Summary: Validities of Social Competence Scales

A Nurturance	Training performance(-) Avoiding withdrawal behaviors
Ex+ A+ (Warmth)	Task performance Teamwork
ES+ A+ (Trust)	—
OE+ A+ (Tolerance)	Training performance Interpersonal performance Awards & Commendations
A+ C+ (Lack of Aggression)	Overall job performance Task performance Avoiding substance abuse

Summary: Validities of Conscientiousness/Dependability Scales

C (Conscientiousness)	Training performance Interpersonal Performance
C Dependability	Overall job performance Interpersonal Performance Task performance Awards & Commendations
C Achievement	Overall job performance
C Order	Overall job performance Training performance Interpersonal performance Awards & Commendations Avoiding withdrawal behaviors
C Persistence	Interpersonal Performance Awards & Commendations Avoiding substance abuse
Ex+ C+ (Ambition)	Task performance Interpersonal Performance (-)

Summary: Validities of Emotional Regulation/StressTolerance Scales

ES Emotional Stability	Training performance
ES Self Esteem	Overall job performance Training performance Interpersonal performance Awards & Commendations
ES Low Anxiety	Overall job performance Training performance Awards & Commendations
ES Even Tempered	Overall job performance Interpersonal performance Teamwork
ES+C+ Self Control	Overall job performance Task performance Interpersonal performance Teamwork

Main Conclusions from Meta-Analyses

- Personality scales are useful for predicting a broad range of differential behaviors and criteria for police officers
- Better able to predict job performance than counterproductive work behaviors
- Validities on par or higher than those reported for the Big Five
- Broadest spectrum of criteria predicted best by Conscientiousness/Dependability, Social Competence and Emotional Regulation/Stress Tolerance Scales

Psychological Screening Manual

Chapters

1. Introduction: Purpose and Philosophy of Manual
2. Background of Psychological Screening and Development of Manual
3. POST Psychological Screening Dimensions
4. Legal & Regulatory Mandates
5. Professional Principles and Standards of Practice
6. The Psychological Assessment Process
7. Written Tests
8. Background Information
9. Clinical Interview
10. Data Integration: Reaching a Judgment
11. Communication of Findings