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The consistency of the use of the psychological evaluation during the selection process among law enforcement agencies

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THE CONSISTENCY OF THE USE OF THE PSYCHOLOGICAL EVALUATION

DURING THE SELECTION PROCESS AMONG LAW ENFORCEMENT

AGENCIES

by
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Dedication

I dedicate this manuscript to my parents, Joyce and Donald Mark

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Abstract

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The purpose of the current study was to examine the consistency of the use of the psychological evaluation as part of the law enforcement candidate selection process. The International Association of Chiefs of Police (IACP) provides guidelines for the psychological evaluation, but research has found that law enforcement agencies use a variety of procedures with no consensus as to what should be used and why (Dantzker, 2011). Research has also found that very few applicants pass the psychological evaluations and that law enforcement agencies may be screening out candidates who would have been successful police officers (Chang-Bae, 2006; Dantzker, 2011). The current study examined the psychological evaluation used by the ten largest law enforcement agencies in the United States. A survey consisting of questions related to the law enforcement employee selection process was sent to the selected law enforcement agencies. Results showed that there was variance in the psychological evaluation procedure, with three different tests being used among the ten agencies, 50% of the agencies using more than one test, and 29% of the agencies using a licensed psychologist to administer the evaluation. The results have implications for candidates who could be screened in by one agency but screened out by another to do the same job.

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Chapter 1

Introduction

The current study focused on the consistency of the use of psychological testing as part of the screening process of police officers among law enforcement agencies. Psychological tests are used by law enforcement agencies to determine the psychological fitness of police officer applicants, but research has not yet made clear whether or not agencies are using similar procedures. There is a lack of consistency in the psychological evaluation process (Dantzker, 2011). Very few applicants pass the psychological evaluations that are required (Woska, 2006). It is important that law enforcement agencies use effective methods of screening to ensure that they do not screen out competent candidates who would have been successful.

The purpose of this study was to examine the consistency of the use of psychological tests among selected law enforcement agencies during the selection procedure for the screening of police officers. This study focused on whether agencies use similar procedures for the psychological evaluation. A survey consisting of questions related to the selection procedure was sent to selected law enforcement agencies. It was hypothesized that the psychological evaluation would not be used consistently among selected law enforcement agencies. This study was administered in consideration of the following operational definitions:

Police psychology: the delivery of psychological services to and on behalf of law enforcement agencies, their executives, and employees (Aumiller & Corey, 2007).

Psychological test: an assessment of an individual's intelligence or personality.

Psychological fitness-for-duty evaluation (FEDE): a formal, specialized examination of an incumbent employee that results from (1) objective evidence that the employee may be unable to safely or effectively perform a defined job and (2) a reasonable basis for believing that the cause may be attributable to a psychological condition or impairment (IACP Police Psychological Services, 2009).

Police pre-employment post-offer psychological evaluation (PEPOPE): an evaluation that assesses a candidate's ability to perform essential job-related functions (Gallo & Halgin, 2011).

This study was also conducted under the assumptions that the subjects' responses to the survey were truthful and that the selected law enforcement agencies were representative of the law enforcement population. The limitations of this study were the low response rate, the survey method of data collection, and the accuracy of the information obtained from websites and law enforcement blogs.

The literature review explored the field of police psychology and the psychological tests that are in use by law enforcement agencies. The costs and benefits of using psychological testing in law enforcement candidate screening and the validity of the psychological tests were reviewed. The literature review also examined the question of whether psychological testing of candidates in law enforcement should be standardized or not. The recommendations made for the psychological testing procedure by the International Association of Chiefs of Police (IACP) were also explored.

Chapter 2

Literature Review

Introduction

The literature review includes the following areas: an overview of the field of police psychology, the role of the police psychologist in the law enforcement employee screening process, and the costs and benefits of psychological testing; the current procedures of the law enforcement psychological evaluation that are in effect; the validity of the psychological tests that are used as part of the psychological evaluation of law enforcement candidates; the question of whether the psychological evaluation should be standardized or not among law enforcement agencies; and the recommendations for the psychological evaluation made by the International Association of Chiefs of Police (IACP).

An Overview of Police Psychology

The first police psychologist was employed in 1969 when the Los Angeles Police Department employed a full-time in-house psychologist as a regular staff member providing counseling and therapy. Other police departments followed their example and hired full-time psychologists soon after. The growing demand for psychologists in police agencies was realized. It was anticipated that the need would continue to grow and expand at a fast rate (Reiser, 1973).

Parisher, Rios, and Reilly (1979), in contrast, predicted that the use of psychological services in the future would be limited but had potential growth. They surveyed 130 urban police departments. They found that the majority of psychologists held doctoral degrees and were licensed. They also found that the most frequent service provided was applicant screening. A limitation of this study may be that not all of the

130 departments answered every question of the survey, which may bias the results, and the information cannot be generalized to non-urban departments (Parisher et al., 1979).

Police psychology has continued to grow and is a diverse field with psychologists administering a large variety of services that are an adaptation of traditional clinical services. In his study, Zelig (1987, 1988) surveyed 56 police psychologists. He found that the daily consulting fees varied, but the full-time salaries of the staff psychologists were comparable with psychologists in other clinical settings. Most of the psychologists had doctoral degrees. The most common service was therapy, and the service that psychologists devoted the most amount of time to was assessment. A majority of the psychologists reported that they had experienced an ethical conflict, and the most common conflicts involved issues related to confidentiality, conflicts between the ethical standards of the psychologist and the needs of the agency, and dual relationships. Limitations of this study were that external validity was not measured since anonymous surveys were used, and there was a selection bias since many participants were recognized police psychologists in the field (Zelig, 1987, 1988).

Aumiller and Corey (2007) described police psychology as a very diverse field made up of psychologists trained in various disciplines of psychology. The field of police psychology has over 50 proficiencies and can be divided up into 4 main domains of practice: (1) assessment related activities, (2) intervention services, (3) operational support, and (4) organizational/management consultation (Aumiller & Corey, 2007).

The first domain, assessment related activities, refers to job and task analysis. Psychologists conduct pre-employment post-offer psychological evaluations (PEPOPEs) of police officer candidates, which involve the administration of one or more

psychological measures by a qualified psychologist or psychiatrist. Psychologists conduct pre-offer suitability screening of job applicants, which involves the administration of tests, which are designed to predict suitability to carry out the duties of being a police officer and not to diagnose mental disability. Psychologists also administer psychological fitness-for-duty evaluations (FEDEs), which involves the psychological evaluation of a police officer's ability to carry out his or her duties when there is evidence that the employee may be psychologically impaired. This domain also includes the evaluations of employees for other reasons, such as disability services eligibility and for high-risk assignments (Aumiller & Corey, 2007).

The second domain, intervention services, refers to a variety of counseling services, such as substance abuse, critical incident, and group, couple, and family therapy. The third domain, operational support, refers to services related to the application of psychological knowledge for investigations, such as criminal profiling, psychological autopsies for case resolution, and hostage negotiation. The fourth domain, organizational/management consultation, refers to the development of organizational policies and processes and consultation with agency executives and managers (Aumiller & Corey, 2007).

FEDEs (Fitness-for-duty evaluations) are an important part of a police psychologist's role. When a law enforcement officer's behavior is unstable or a danger to themselves or others, and it is reasonably suspected to be partly attributable to a psychological condition, a FEDE may be necessary. FEDEs assess the individual's psychological condition and its effect on job functioning. FEDEs inform the agency if

the individual is fit for duty or if psychological treatment is necessary (Fischler et al., 2011).

FEDEs are a valuable assessment that should be administered by a qualified professional and handled in a professional manner. FEDEs should be conducted by an appropriate medical professional, such as a medical doctor, a psychologist, or a psychiatrist, who has training, education, and experience in not only medical and psychological disorders, but also in the evaluation of law enforcement personnel. FEDE documents should be kept confidential (Collins, 2011).

The International Association of the Chiefs of Police (IACP) (2009) has guidelines for conducting FEDEs. The guidelines are intended to reflect common practice and not to establish a rigid standard of practice. The guidelines state that a referral for an FEDE must have reliable evidence from direct observation or credible third-party report. The psychologist must be licensed with experience in the evaluation of psychological disorders and also law enforcement evaluation. An informed consent must be signed by the examinee and the employer. The process may include psychological testing and an interview. A written report stating if the examinee is fit or unfit for duty must be provided by the examiner (International Association of Chiefs of Police [IACP] Psychological Services, 2009).

PEPOPEs (Pre-Employment Post-Offer Psychological Evaluations) are another specialized form of assessment. Psychologists who conduct PEPOPEs should have relevant training and practical experience, involvement in pertinent professional associations, and adherence to rigorous standards and guidelines for administering PEPOPEs. A PEPOPE is a component of the law enforcement selection procedure that

assesses a candidate's ability to carry out the duties of the job and is usually administered by a qualified psychologist (Gallo & Halgin, 2011).

Administering psychological tests, such as PEPOPEs, is an important part of a police psychologist's job, and these psychological evaluations may be increasing productivity of law enforcement agencies (Schultz, 1984). Research has shown that the productivity of a company can be increased by millions of dollars by using tests, such as psychological tests, to select workers. An increase in one score point on a valid test increases the probability of favorable job performance. The value of any selection procedure can be determined, and average performance at any score level can be predicted (Schultz, 1984).

Hunter and Hunter (1984) conducted a meta-analysis on the various predictors of job performance. They found that for entry-level jobs, predictors other than ability have lower validity, which would mean economic loss. Some of the alternative predictors measure skills that are relevant to job performance, and validity could be increased by using these predictors along with ability tests (Hunter & Hunter, 1984).

Smith (1994) also more recently looked at the validity of predictors in the job selection process. He found that high validity is expected when a measure reflects the degree to which job performance depends upon three domains of characteristics, universals, occupationals, and relationals (Smith, 1994). Tett, Jackson, and Rothstein (1991) conducted a meta-analysis of 494 studies to assess the validity of personality measures as predictors of job performance, the moderating effects of study characteristics on validity, and the predictability of job performance as a function of eight categories of personality content. They found that studies had higher validity when using confirmatory

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research strategies, job analysis, and a longer tenured sample. The results suggested that the use of personality measures is beneficial in employee selection (Tett et al., 1991).

Guller, Byrne, and Guller (2002) found that the benefits of psychological tests to a law enforcement agency far outweigh the costs. As research confirmed the value of psychological screening, other departments began to use screening and realized the significant cost savings, reductions in problems, and improved morale. Officers who are not screened are more likely to use significantly more sick days and have a significantly higher attrition rate (Guller et al., 2002).

Inwald and Brockwell (1991) suggested that agencies must weigh the costs and benefits of using psychological testing. The costs of identifying candidates as poor risks and screening out candidates who would have been successful increase along with accuracy in predicting the true risks. Organizations must decide to what extent they are willing to sacrifice potential successful candidates in order to screen out unsuitable ones (Inwald & Brockwell, 1991).

Psychological evaluations are beneficial, but there are also negative factors associated with them. Johnson (1995) described problems in administering psychological evaluations and ways to improve them. Some psychological reports lack important information, such as the applicant's age, birth date, and gender, the evaluation dates, the source of the request for the evaluation, the reason for evaluation, and inclusion of raw data. Also, some reports over rely on the candidate's verbal report. This suggests that some evaluators may be making mistakes in writing the reports and not including the information that is recommended. The evaluator must be objective and not view their role as one of advocacy on the applicant's behalf. The author suggested that conclusions

and recommendations by psychologists, including those made in the written report, be made clear (Johnson, 1995).

One of the benefits of using psychological testing, and all the components of the selection procedure, is assuring that the best qualified candidates are hired. Law enforcement agencies should focus on hiring the best qualified employees since changes in demographics will make the recruitment process difficult. There will be a decrease in the number and percentage of individuals who are in the age range of most police applicants, and more organizations will be competing for the most favorable employees (Osborn, 1992).

Woska (2006) similarly argued that there will be a decrease in the number of police officer candidates due to the increase in students seeking higher education, the evolving opportunities in high technology, and the negative publicity of high-profile incidents. There will be a large labor shortage, and the expectations of today's work force are the change from a life revolving around a job to a life that includes a balance with family and activities, which the police officer environment would not allow. Many police departments have many vacancies and cannot fill them. Very few applicants pass the background check and psychological evaluations that are required (Woska, 2006).

Current Procedures of the Psychological Evaluation in Law Enforcement

Sanders, Hughes, and Langworthy (1995) examined what procedures are being used by law enforcement agencies during the selection process. They surveyed police departments in 1990 and 1994 and found that a majority of the departments required a written test, oral interview, background check, and medical exam. There were significant

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increases from 1990 to 1994 in the use of intelligence testing, psychological interview, written references, and practical tests (Sanders et al., 1995).

The 2000 Law Enforcement Management and Administrative Statistics (LEMAS) survey found that 91% of local law enforcement agencies and 92% of primary state law enforcement agencies used a psychological evaluation as part of the screening process. The 2000 survey also found that 53% of local law enforcement agencies and 49% of primary state law enforcement agencies used a personality inventory (U.S. Department of Justice, 2000).

The 2007 LEMAS survey found that, from 2003 to 2007, there was an increase in the percentage of officers employed by departments using personality inventories (47% to 66%) in the selection process. In 2007, there were an estimated 12,575 local police departments operating in the Unites States employing approximately 463,000 full-time sworn personnel. All local police departments used criminal record checks, and 99% used background investigations, driving record checks, and personal interviews. Medical exams were used by 89% of departments, drug tests were used by 83% of departments, and physical agility tests were used by 60% of departments. Psychological evaluations were used by 72% of local police departments and by 100% of departments serving populations of 500,000 to 999,999. Personality inventories were used by 46% of local police departments (Reaves, 2010). In 2007, personal interviews were used by 99% of sheriffs' offices and were supplemented by psychological evaluations in 62% of sheriffs' offices. Personality interviews were used in 41% of sheriffs' offices (Burch, 2012).

In 2008, the Unites States had approximately 16,000 general purpose state and law enforcement agencies that hired about 61,000 officers, lost about 51,000 through

resignations or retirements, and gained about 10,000 officers. A majority (57%) of agencies offered recruitment incentives. Psychological evaluations were used in 91.9% of state and local law enforcement agencies. Over 90% of agencies used criminal record checks, driving record checks, background investigations, personal interviews, medical exams, and drug tests. Also, 83.8% of agencies used physical agility tests (Reaves, 2012).

Chang-Bae (2006) examined the content and procedures of psychological testing in 43 Texas law enforcement agencies. He found that the majority of agencies agreed that the purpose of psychological testing is to screen out unfit candidates and that only 35% of the agencies had an appeal process for candidates who fail the psychological screening process. Agencies were most concerned about a candidate's judgment, ability to communicate, and responsiveness to supervision. A psychological review normally includes an intelligence test, a self-report personal history, an objective test, and a psychological interview. The Minnesota Multiphasic Personality Inventory (MMPI/MMPI-2) was the most popular objective test, followed by the 16 Personality Factor Questionnaire (16PF), Clinical Analysis Questionnaire (CAQ), Personality Assessment Inventory (PAI), and Myers-Briggs Type Indicator (MBTI). Psychological interviewers considered honesty, ability to deal with stress, and potential for violence to be the most important factors for candidates to have (Chang-Bae, 2006).

Dantzker and McCoy (2006) similarly examined what tests are being used and the content of the tests and psychological interview among 17 municipal agencies in Texas. They found that 17 different tests were in use, and the most popular was the MMPI/MMPI-2 followed by the 16PF, PAI, CPI (California Personality Inventory),

MBTI, IPI (Inwald Personality Inventory), CAQ, and NEO-PI-R (Neuroticism Extraversion Openness Inventory). In the interview, a diverse array of information was being sought. There are no mandates as to which tests should be used or guidelines for an interview (Dantzker & McCoy, 2006).

Dantzker & McCoy (2006) suggested that there is a need to find what characteristics make a good police officer. This issue has not yet been resolved, and there is not standardized use of a particular test. The Police Psychological Services Section (PPSS) of the IACP (International Association of Chiefs of Police) offers guidelines, which were most recently revised in 2004, but there is a lack of consensus on a particular psychological test. As of 2000, 22 states mandated psychological testing of candidates. The authors suggested that an important question is whether the diversity of testing is a positive or negative issue. The diversity may be allowing recruits who might not be psychologically acceptable under one department's testing to be acceptable under another department's testing. The authors suggested that agencies focus on tests that have been developed specifically for law enforcement and that there should be some constant procedure for the interview (Dantzker & McCoy, 2006).

Validity of Psychological Tests

There is a lack of research on the predictive validity of the use of psychological tests specifically in the law enforcement selection procedure. The literature review will include the validity of the use of psychological tests in general, not just in law enforcement, to see if they are valid inventories overall. There are mixed results on the validity of psychological tests in predicting the personalities of individuals. If the tests are not valid, this would have implications for their use in law enforcement since the

IACP recommends the use of tests only if they are valid tests. Also, previous research does not make clear if the purpose of psychological tests is to select the best candidate based on predictors of job performance or to screen out psychologically unfit candidates (Dantzker, 2011).

The Rorschach is the least frequently used psychological assessment in the law enforcement selection procedure. According to Hunsley and Bailey (1999), the Rorschach, designed to measure psychopathology, is an expensive, time-consuming test that is widely used among clinical psychologists. They reviewed issues in Rorschach research and found that there is little scientific evidence to support the clinical utility of the Rorschach and no scientific basis for justifying Rorschach use in psychological assessments. There has been much debate about the scientific and professional status of the Rorschach. Some psychologists claim that it can access intrapsychic material, whereas other psychologists believe that it is an unscientific assessment. The Rorschach has been widely researched, but many studies have had problems with research design and analysis (Hunsley & Bailey, 1999).

Wenar and Curtis (1991) looked at the validity of the Rorschach. They used Rorschach norms of children 5 to 16 years old to test predictions based on developmental theory, cognitive studies, and norms on behavior problems. They found that, in the cognitive realm, the Rorschach norms reflected the predicted increase in complexity, integration, precision of thinking, richness of ideas, and conformity to socially acceptable ways of thinking, and the predicted decrease in unrealistic, egocentric ideas. In the affective realm, the Rorschach scores reflected the predicted decrease in uncontrolled expression of affect, increase in controlled expression of affect, and increase in

inwardness. The Rorschach scores did not reflect the predicted decrease in anxiety and increase in depression. They suggested that the Rorschach responses of children within age groups can vary and that the ability of the Rorschach to make long-term predictions is limited (Wenar & Curtis, 1991).

Jensen and Rotter (1945) looked at the validity of the Multiple Choice Rorschach Test in army officer selection. A group of officers chosen by unit commanders to fit an "excellent officer" criterion and another group of officer candidates who were not as superior as the "excellent" group were chosen to participate. Participants were given the Multiple Choice Rorschach Test and other personality screening tests. The Rorschach cards were projected on a screen. They found that the "excellent" group had more unhealthy responses than the officer candidate group. The results of the Rorschach were compared with the other personality screening tests and were found to be unsuitable. A limitation is that the results of this study may not apply to police officers, and this study was conducted a relatively long time age and may not apply to candidate selection today (Jensen & Rotter, 1945).

Zacker (1997), however, more recently looked at the Rorschach responses of 53 police officer applicants and found that the Rorschach yielded information about personality characteristics that other personality inventories failed to find. The Rorschach may be of value in the police officer selection process, since it is not like self-report measures, where applicants may be trying to look favorable. A limitation was that only suburban police departments were used (Zacker, 1997).

The Personality Assessment Inventory (PAI) is another measure that is used in the law enforcement selection process. Richardson, Cave, and La Grange (2007) conducted

a study testing the validity and reliability of the PAI. They used the Psychological Risk Factor Statement to predict problem and non-problem applicants. The PAI profiles of the applicants were used to generate probability estimates to predict the likelihood that the applicants were well-suited for a law enforcement career. They found that the PAI was ineffective in predicting the personalities of the officers. The sample included only New Mexico State Police applicants (Richardson et al., 2007).

The Clinical Analysis Questionnaire (CAQ), another assessment tool that may be used during the police selection process, is an expansion of the 16 Personality Factor Questionnaire (16PF) that was designed to measure both normal and pathological traits of an individual. The CAQ allows for measurement of a pathological condition and provides a diagnosis and potential treatment plans. The CAQ has been found to provide a valid comprehensive profile of an individual. A possible limitation of the CAQ is the format, which gives respondents flexibility but decreases the validity of the profile (Zaza & Barke, 1986).

The 16 Personality Factor Questionnaire (16PF) is another screening measure used during the police selection process. Baird (1981) looked at the retest reliability of the 16PF for security guard applicants. He found that the Pearson correlations for test scales were lower than the reliabilities reported by the test's authors. The discrepancies suggest that the 16PF may not be reliable for certain occupations (Baird, 1981).

The Myers-Briggs Type Indicator (MBTI) is another test that may be used during a law enforcement psychological evaluation, but there is a lack of studies examining the effectiveness of this test in law enforcement candidate selection. The MBTI is a self-report, forced-choice questionnaire that indicates preferences for the attitudes of

extraversion or introversion (E or I), the two functions for perception – sensing or intuition (S or N), the two functions for judgment – thinking or feeling (T or F), and the judging or perceptive function (J or P). The unit of measurement of the MBTI is the four letter type formula that indicates the choices for the four preferences and their interaction. The MBTI is based on differences in the ways that individuals use their minds (McCaulley, 2000).

Furnham, Moutafi, and Crump (2003) conducted a study to look at the relationship between the MBTI and the NEO-PI-R (Neuroticism Extraversion Openness Inventory). They had 900 participants take the two inventories. They found that NEO-PI-R Extraversion was correlated with the MBTI Extraversion-Introversion, Openness with Sensing-Intuition, Agreeableness with Thinking-Feeling, and Conscientiousness with Judging-Perceiving. A limitation was that although the sample was large, participants were all only British adults. Also, this does not apply to law enforcement candidate selection (Furnham et al., 2003).

The California Personality Inventory (CPI) is another inventory that may be used during a law enforcement psychological evaluation. The CPI was developed for the assessment of the normal personality and the ways in which individuals differ in their personalities from the normal pattern. It contains 200 items from the MMPI (Minnesota Multiphasic Personality Inventory) and was developed in the same way as the MMPI, through the empirical method of test construction. Most of the scales were constructed by selecting items on a dimension, such as dominance or sociability. The scales were grouped into four general classes: (I) poise, ascendance, and self-assurance; (II) socialization, maturity, and responsibility; (III) achievement potential and intellectual

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efficiency; and (IV) intellectual and interest modes. A negative factor of the CPI is the large number of scales that make it difficult to interpret (Crites, 1964).

Burger and Cross (1979) delineated personality types by applying a factor analytic strategy to CPI protocols of participants. They found three modal profiles that classified 57% of the participants in the study. The three major types were labeled as antisocial, neurotic, and well-adjusted. There were no significant differences between males and females, but there were differences in race. Blacks tended to be more "normal," whites less guarded, and the CPI items had different meanings to blacks and whites. The results may not be able to be generalized to populations other than college students, but the typological approach used in this study should be contrasted with other interpretive procedures in terms of ability to predict behavior, such as police officer job performance (Burger & Cross, 1979).

Other measures used to assess psychological fitness of police officer candidates incorporate factors known as the "Big Five" personality dimensions. The "Big Five" refers to the five-factor model (FFM) of personality. To classify personality attributes, researchers found five stable factors of personality that were commonly called the "Big Five" or the FFM: Extraversion, Emotional Stability, Agreeableness, Conscientiousness, and Culture. The first dimension, Extraversion, includes traits, such as being sociable, assertive, and active. The second dimension, Emotional Stability, also called Neuroticism, is associated with being anxious, embarrassed, or insecure. The third dimension, Agreeableness, is associated with being flexible, trusting, and tolerant. The fourth dimension, Conscientiousness, reflects dependability, responsibility, and perseverance. The fifth dimension, Culture, also known as Intellect or Openness to

Experience, includes being imaginative, cultured, and intelligent (Barrick & Mount, 1991).

The "Big Five" factors have been examined with regard to validity in predicting behaviors. Paunonen (2003) found that the "Big Five" factors were valid predictors of college students' behaviors, such as alcohol consumption and grade point average. Thalmayer, Saucier, and Eigenhuis (2011) compared the validity of personality questionnaires measuring "Big Five" and "Big Six" personality dimensions in predicting college students' grade point average, conduct violations, punctuality, Facebook activity, and cell phone activity. A 6-factor model has been proposed to update the "Big Five" which would include the added dimension of Honesty. They found that the "Big Six" inventories had higher predictive capability than the "Big Five" inventories. The "Big Six" inventories are more likely to replicate well in diverse settings. Limitations are that the results cannot be generalized to populations other than college students (Thalmayer et al., 2011). Gurven, von Rueden, Massenkoff, Kaplan, and Lero Vie (2013) suggested that the FFM may not be a universal way of analyzing personality factors. They administered a test of the FFM to the illiterate indigenous forager-horticulturist society Tsimane of Bolivia and did not find support for the FFM based on tests of internal consistency of items, external validity, and factor structure. This study has implications for using the FFM in small societies, rural areas, and with ethnic minorities (Gurven et al., 2013).

The "Big Five" has also been examined with regard to job performance. Consiglio, Alessandri, Borgogni, and Piccolo (2013) examined the validity of the Big Five Competencies (BFC) grid and found that the competencies were a valid way to

assess relevant work behaviors related to personality traits. The BFC grid includes five sets of effective work behaviors based on the "Big Five" traits: Proactivity, related to Extraversion; Teamwork, related to Agreeableness; Innovation, related to Openness; Emotion Management, related to Emotional Stability/Neuroticism; and Accomplishment, related to Conscientiousness (Consiglio et al., 2013). Barrick and Mount (1991) conducted a meta-analysis on the relationship between the "Big Five" personality dimensions and job performance, which included job proficiency, training proficiency, and personnel data, for five occupational groups: professionals, police, managers, sales, and skilled/semi-skilled. They found that Conscientiousness was a consistent valid predictor for all occupational groups (Barrick & Mount, 1991).

Hurtz and Donovan (2000) more recently conducted a similar meta-analysis on the validity of the "Big Five" for predicting job performance. They included only scales that were explicitly designed to measure the "Big Five" personality dimensions. Their results were consistent with Barrick and Mount (1991) in that Conscientiousness had the highest validity for overall job performance. A limitation was that job performance was not clearly defined (Hurtz & Donovan, 2000).

With regard to police officer performance, Cortina, Doherty, Schmitt, Kaufman, and Smith (1992) examined linkages between the "Big Five" personality factors and the IPI (Inwald Personality Inventory) and MMPI (Minnesota Multiphasic Personality Inventory). They found that both the IPI and the MMPI provided adequate measures of Neuroticism, Extraversion, Agreeableness, and Conscientiousness, but neither inventory showed more validity in predicting various measures of police performance, including performance ratings, grade point average, and turnover, than the Civil Service exam. A

limitation was that the participants may have had different motives from actual applicants since personality tests were given to participants who had already been selected and not as part of the selection process (Cortina et al., 1992). That neither inventory showed more validity than the Civil Service exam adds to the important question of whether or not these psychological tests are valid.

The Revised Neuroticism Extraversion Openness Personality Inventory (NEO-PI-R), an inventory that measures the "Big Five" factors, may be used during the police officer selection process. Costa and McCrae (1995) looked at factors related to hierarchical personality assessment using the NEO-PI-R, a 240-item questionnaire that they designed to test the FFM. Personality traits are hierarchically organized with many specific traits clustering to define a smaller number of broader dimensions. To develop the NEO-PI-R, they used a top-down strategy beginning with the "Big Five" factors and subdividing into six more specific facet scales. The interpretation of a hierarchical profile facilitates the understanding of a client. The NEO-PI-R domain scores sketch the outline of the client's personality, and the facet scales fill in the details (Costa & McCrae, 1995).

Holden, Wasylkiw, Starzyk, Book, and Edwards (2006) examined the inferential structure of the NEO Five-Factor Inventory (NEO-FFI). Undergraduate psychology students were asked to sort NEO-FFI items to examine how the personality dimensions were perceived, and the NEO-FFI was administered to students. This study validated the cluster scales for predicting quality of life and behaviors (Holden et al., 2006). Herzberg and Brahler (2006) developed a shorter revised form of the Ten Item Personality Inventory (TIPI), a brief measure of the "Big Five" domains, and found that the new

scales showed better reliability than the TIPI, fit the FFM, and support was found for convergence correlations with the NEO-FFI. Results suggested that the brief adjective measure can be used in place of the longer more time consuming measures of the FFM when research does not allow for it (Herzberg & Brahler, 2006). Vassend and Skrondal (2011) administered the NEO-PI-R to participants from Oregon, examined the measurement structure and variants of the FFM, and suggested that by improving the deficient facets and domains, a sound NEO-PI-R instrument can be developed (Vassend & Skrondal, 2011). Limitations are that the results may not be able to be applied to law enforcement selection.

With regard to law enforcement candidate selection, Black (2000) looked at the validity of the NEO-PI-R being administered to 284 police officers during the selection process. Performance was measured by practical and academic tests on police law and procedure, social science skills training, physical education, self-defense, firearms, driving, and computer studies. He found that performance was significantly correlated to narrower middle-order traits from all of the "Big Five" higher-order traits, including Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness. Conscientiousness had the strongest relationship with performance. Neuroticism was the only trait to have a negative correlation with performance (Black, 2000).

The Inwald Personality Inventory (IPI) is another inventory used in the law enforcement selection procedure. Many studies have shown the validity of the IPI for predicting law enforcement job performance. The IPI was developed specifically for the task of police officer selection. Many studies have found that the IPI is superior to the Minnesota Multiphasic Personality Inventory (MMPI), the most commonly used test, in

predicting police officer performance (Detrick, Chibnall, & Rosso, 2001). Shusman (1987) looked at 2,438 male correction officer candidates being administered the IPI and the MMPI. She found that when cross-validated, three areas of overlap were found. The areas were: control over actions, external control, and restlessness. The IPI was a better measure of less pathological behavioral patterns predictive of job performance, on criteria such as retention-termination, incidence of absence and lateness, and number of disciplinary actions administered by a supervisor. Pathology may not be sufficient for identifying high risk candidates. A limitation of this study may be that results may not be able to be generalized to police officers (Shusman, 1987).

Detrick and Chibnall (2002) looked at 152 police officer applicants completing the IPI as part of the screening process at a Missouri police department. Performance, including conduct and discipline, job proficiency, neighborhood policing, professionalism, and job ability, was evaluated by applicants' supervisors and was significantly predicted by IPI scales, including Family Conflicts, Guardedness, and Driving Violations. A limitation of this study is that results cannot be generalized to other police departments, and objective indicators of performance were not measured (Detrick & Chibnall, 2002).

Inwald and Brockwell (1991) found that the IPI was superior to the MMPI in predicting job performance as rated by a supervisor, but the greatest prediction accuracy was found in functions based on both tests used together. In this study, 307 newly hired government security personnel were administered the MMPI and the IPI, and each subject was rated by a supervisor on a 4-point scale of global performance: Exceptional, Satisfactory, Unsatisfactory, or Very Unsatisfactory. A limitation of this study may be

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that the results may not be able to be generalized to police officers (Inwald & Brockwell, 1991).

Detrick et al. (2001) looked at the relation between the MMPI-2 and the IPI.   In this study, 467 applicants from 18 police departments in Missouri were administered the MMPI-2 and IPI. They found that applicants tended to present themselves on the MMPI-2 as defensive with self-confidence, lack of depression, interpersonal comfort, stereotyped male interests for males, and rejection of traditional female roles for females. Correlations with the IPI were moderate but substantial for two validity scales. A limitation of this study is that the results cannot be generalized to other geographical areas (Detrick et al., 2001).

Simmers, Bowers, and Ruiz (2003) similarly found that the IPI was superior to the MMPI in predicting law enforcement job performance in areas such as academy success, absence, commendations, attitude, grievances, injuries, lateness, restricted duty, and termination. They reviewed 18 studies and found that both versions of the MMPI and the IPI provide modest correlations and effect size relationships to police behavior. Findings indicated better prediction of police job performance with the IPI. A limitation may have been that this study focused on comparing the IPI to the MMPI, but greater prediction accuracy has been found when both tests are used together (Simmers et al., 2003). Also, the results cannot be specifically generalized to police officers only or to ethnic minorities or females since this study combined police academy candidates and correctional officers and used mostly white males (Simmers et al., 2003).

The MMPI is the most widely used measure during the law enforcement selection process. The MMPI is a self-report inventory with clinical scales that measure

psychopathology and validity scales that measure the degree to which individuals dissimulate responses. The validity scales are useful in analyzing individuals who overreport or underreport levels of psychopathology. Cloak and Kirklen (1997) analyzed 332 responses to validity items from the MMPI, and two factors, minimizing and exaggerating, confirmed the utility of the scales that measured social desirability and malingering, respectively. A limitation of this study was that results cannot be generalized to law enforcement because responses were from the MMPI-1 administered to a college student population (Cloak & Kirklen, 1997).

Butcher, Graham, and Ben-Porath (1995) looked at methodological considerations when conducting research on the MMPI-2, the most widely used clinical personality instrument. A large portion of the original MMPI is contained in the MMPI-2, such as the validity scales and clinical scales. When conducting or analyzing research conducted on the MMPI-2, it is important to make sure that in the studies, a large random sample was used and that standard procedures for administering the test were used. It is assumed that participants read and consider each test item and respond honestly to the inventory, and this assumption applies to use of the MMPI-2 in law enforcement selection as well (Butcher et al., 1995).

Austen (1994) described positive and negative factors of the MMPI-2. The positive features include technical support services, user support services, well written manuals, and the inclusion of scales and new validity scales. Negative features include the underrepresentation of minority group norms and over-representation of changes in interpretive guidelines. The MMPI-2 should be used as one element of a clinical assessment (Austen, 1994).

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Kornfeld (1995) looked at 84 police officer candidates being administered the MMPI-2. One of the validity scales on the MMPI-2 is the K scale, which corrects for defensiveness. A high K score indicates that an individual may be defensive or trying to hide something. He found that white and minority males had similar profiles. All 84 candidates, including white and minority males and white females, gave defensive profiles and presented themselves as psychologically healthy individuals who are comfortable with people, free of worry, and self-confident. White males presented themselves as having stereotypic male interests and attitudes, and white females rejected traditional feminine roles. A limitation of this study was the small sample size and no representation of minority females (Kornfeld, 1995).

A wide variety of tests are used during the law enforcement selection process, and previous research indicates that they may not be being used for the reasons that they were developed (Dantzker, 2011). Previous research is mixed with regard to the validity of psychological tests in general, and the predictive validity of psychological tests specific to law enforcement. Previous research also does not make clear if the purpose of psychological tests is to select the best candidate based on predictors of job performance or to screen out psychologically unfit candidates (Dantzker, 2011).

Previous research remains mixed as to the validity of the Rorschach. With regard to the CAQ (Clinical Analysis Questionnaire), research has found that the clinical scales are more reliable than the normal scales, and a concern is that its main purpose was the diagnosis of pathological conditions and not police officer job performance. Some previous studies have found that the 16PF (16 Personality Factor Questionnaire) is useful in predicting police performance, but other studies have questioned its reliability.

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Previous research has been limited for the PAI (Personality Assessment Inventory), MBTI (Myers-Briggs Type Indicator), and CPI (California Personality Inventory) with regard to police officer performance, but some studies have found support for the use of these tests in police screening (Chang-Bae, 2006; Dantzker, 2011; Baird, 1981; Zaza & Barke, 1986).

Some research has found that the "Big Five" factors are well represented in policing. The NEO-PI-R (Neuroticism Extraversion Openness Inventory) is a valuable tool in predicting job performance, but it has not yet shown to be specifically useful for law enforcement. Overall, previous research has found that the IPI is the most useful inventory since it was designed to measure characteristics specific to law enforcement. A concern about the IPI (Inwald Personality Inventory) is its lack of measure of conscientiousness, but the NEO-PI-R has been suggested to measure this trait. Overall, previous research has found that while the MMPI (Minnesota Multiphasic Personality Inventory) is most widely used, its usefulness is questionable since its original purpose was to test psychological problems and not job performance (Chang-Bae, 2006; Dantzker, 2011; Baird, 1981; Zaza & Barke, 1986).

Another concern about the use of psychological tests is that various studies define job performance in different ways, do not define job performance at all, or do not elaborate on what criteria is indicative of police officer success. There seems to be no clear consensus on what traits law enforcement agencies are seeking to measure. Guffey, Larson, Zimmerman, and Shook (2007) used the Thurstone Scale to see what traits experts agree on as the meaningful traits in predicting police officer career success. The selection process has unfortunately been more of a screening-out process of individuals

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who are unfit, rather than a screening-in process of individuals who will be successful police officers. The Thurstone Scale is a frequently used scale that quantifies abstract concepts as attitudes and relies on judgments of content experts, such as police chiefs and judges (Guffey et al., 2007).

Guffey et al. (2007) found evidence to support 5 factors: (1) excellent moral character, (2) physically fit, (3) even-tempered under stressful conditions, (4) excellent judgment, and (5) dependable. The authors suggested that the factors could be determined by a questionnaire that could be used as a screening-in tool in the selection process to focus on candidates who might be more successful police officers throughout their careers (Guffey et al., 2007). Future research should explore how to incorporate these 5 factors with existing psychological inventories.

Standardization of the Psychological Evaluation

Dantzker (2011) argued that there is a lack of consistency in the screening process. There is no nationally recognized and generally followed set of recommendations as to what protocols should be used, and the type of measures used lacks consistency and standardization in doing preemployment screening of law enforcement officers, which can lead to a candidate seeking a psychologist who will agree to his or her mental fitness for policing. A variety of protocols are used with no consensus as to what should be used and why. The 1973 National Advisory Committee on Criminal Justice Standards recommended that the results of testing be used as a predictor of performance only when the validity and reliability of the predictor has been established by research (National Advisory Committee on Criminal Justice Standards and Goals, 1973), which has yet to be well established (Dantzker, 2011).

Dantzker (2011) acknowledged that there is support for the preemployment screening process but an inconsistency in what tests should be used. There is a lack of evidence to support what protocols should be used. He suggested that there be a profile developed describing the attributes sought in an officer candidate and that studies are conducted to determine what protocols are best suited for screening candidates, similar to what Guffey et al. (2007) investigated. He suggested that a consistent or standard set of protocols would be appropriate and that individuals who conduct the evaluations should make sure that they are using the best tools (Dantzker, 2011).

Detrick (2012) disagreed with Dantzker claiming that the IACP (International Association of Chiefs of Police) has established guidelines that specify a protocol and recommendations for instruments and that the protocol for performing preemployment psychological evaluations is well established. Detrick (2012) also claimed that there is no known benefit in promoting the use of only a few select instruments for a specific purpose.

Dantzker (2012) argued that while the IACP has created guidelines, there is no evidence that they are being followed since the IACP is not a governing body. A limited number of assessment tools would not be an unfavorable method since what is being sought is a standardized process for selecting the best possible candidates. Assessment tools should be used consistently to prevent a candidate from being screened out by one psychologist but screened in by another using a different assessment tool. These evaluations should use the same tools since the ultimate outcome of the psychological evaluations is allowing an individual to carry a gun with the power to use it when deemed necessary (Dantzker, 2012).

The IACP PPSS (Police Psychological Services Section) guidelines are not intended to establish a rigid standard of practice but describe commonly accepted processes that are used. The guidelines indicate that a psychological evaluation can be used when screening all types of employees in a law enforcement agency, and the examining psychologist should be doctoral-level and licensed. The candidate should sign an agreement that describes the nature and objectives of the evaluation. The evaluation should include a minimum of two psychological tests that have been validated for public safety personnel screening. The report is typically considered valid for six months to a year. The psychologist should inform the agency of the strengths and limitations of the preemployment evaluations. Some departments allow candidates to appeal a negative hiring recommendation by getting a second opinion, but the second opinion psychologist is usually paid for by the candidate and not the agency, which could lead to potential bias (Ben-Porath et al., 2011).

The IACP PPSS guidelines for professional practice in pre-employment psychological evaluations of candidates for public safety positions indicate that psychological assessments should be used as one component of the selection process and should be conducted by a licensed or certified psychologist who is trained in law enforcement psychological assessment. Psychological data should be kept secure, and the candidate should sign an informed consent form. Tests should include objective, job-related, valid instruments. An individual interview should be conducted with time to cover background and test results verification. A written report with recommendations should be provided, and conclusions should be made based on consistencies across

multiple sources. The goal of the assessment is not to diagnose candidates, and no cut-off scores should be used (IACP Psychological Services, 2005).

Implications

Police psychologists perform a variety of tasks for law enforcement agencies, including administering psychological evaluations as part of the screening process for police officers since determining the fitness of a candidate is economically beneficial for a law enforcement agency (Aumiller & Corey, 2007). Psychological tests that are used as part of the screening process are the MMPI/MMPI-2, IPI, NEO-PI-R/NEO-FFM, CPI, MBTI, 16PF, CAQ, PAI, and the Rorschach, with previous research generally finding mixed results with regard to the validity and predictive ability of these tests of police officer job performance. Research supports the use of the IPI since it was developed for this purpose (Detrick et al., 2001).

Some researchers believe that the psychological evaluation procedure should be standardized so that police officers are subjected to the same tests, while other researchers believe that there are no negative consequences in using multiple tests. The IACP provides guidelines for the psychological evaluation, but research has found that law enforcement agencies use a variety of procedures. Research has found that very few applicants pass the psychological evaluations and that law enforcement agencies may be screening out candidates who would have been successful police officers (Chang-Bae, 2006; Dantzker, 2011). The purpose of the current study was to examine the consistency of the use of the psychological evaluation among selected law enforcement agencies. It was hypothesized that the psychological evaluation would not be used consistently among selected law enforcement agencies.

Chapter 3

Methodology

Subjects

The subjects were employees of 10 law enforcement agencies. Subjects were recruited through surveys sent to selected law enforcement agencies. Subjects were chosen to participate by receiving the surveys. The 10 largest law enforcement agencies in the United States, those with the largest number of sworn police department employees, were selected to participate. The 10 largest agencies, in order from largest to smallest, were New York City, Chicago, Los Angeles, Philadelphia, Houston, Washington, D.C., Phoenix, Dallas, Miami, and Detroit. No employees were excluded, and any law enforcement agency employee of the selected agency was chosen to participate. Surveys were kept anonymous.

Variables

A survey research method was used to examine the consistency of the procedures used during the psychological evaluation process of law enforcement candidates. A survey was created for this study (see Appendix), similar to the survey used by Dantzker and McCoy (2006), to examine factors related to the law enforcement selection procedure. The survey was sent to the selected law enforcement agencies. The survey was created based on previous research (Dantzker and McCoy, 2006; IACP Psychological Services, 2005). Subjects were asked questions about the employee selection process. For example, subjects were asked if any type of psychological evaluation/personality inventory is used as part of the employee selection process, and if so, which psychological tests are used. Subjects were also asked if the results are

disclosed to the applicant, who administers the tests, and what the appeal process consists of.

Procedure

      The surveys were mailed to the selected law enforcement agencies. Subjects were recruited by receiving the surveys, and any employee of the agency was chosen to participate. Subjects read an alternate consent form and then completed the survey. Subjects then mailed the surveys to the researchers in the enclosed stamped envelope, and the information on the surveys was kept anonymous. The survey, including the alternate consent form, was also sent to the law enforcement agencies through email. Agencies were also contacted though telephone calls, where the researcher asked the survey questions to an employee in charge of recruitment. Information was also obtained from police department websites and law enforcement blogs. The information from the surveys was analyzed. There were no risks involved with participation in this study. Descriptive statistics were used to analyze the consistency of procedures used during the psychological evaluation of law enforcement candidates.

Chapter 4

Results

The number of psychological tests used as part of the psychological evaluation to screen applicants was examined as well as which specific tests were used by each agency. Although all 10 agencies used a psychological evaluation as part of the screening process, there was some variability with regard to the number of tests used and the specific tests used. When asked which specific psychological tests were used, of the 10 agencies surveyed, two agencies did not respond. The remaining eight agencies used either one or two psychological tests as part of the screening process. Four (50%) agencies used one psychological test, and four (50%) agencies used two psychological tests. Also, of the remaining eight agencies, a total of three different psychological tests were used. As shown in Figure 1, seven agencies (88%) used a version of the Minnesota Multiphasic Personality Inventory (MMPI) as part of the psychological evaluation to screen applicants. The second most frequently used test was the California Personality Inventory (CPI) (50%, n= 4) followed by the Clinical Analysis Questionnaire (CAQ) (13%, n=1). The majority of the responding agencies used the MMPI, but there was lack of consistency in which additional psychological tests were used.
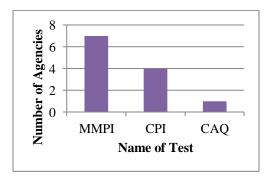

Figure 1. Psychological tests used for selection.

Who administered the psychological evaluation was also explored. Three of the agencies did not respond to this question. There seemed to be some consistency in that the agencies generally used a psychologist, although, it was not clear whether or not all agencies used a licensed psychologist. Two agencies (29%) reported that the psychological evaluation was administered by a licensed psychologist. Three agencies (43%) reported that the psychological evaluation was administered by a psychologist but did not specify whether or not the psychologist was licensed. One agency (14%) reported that the psychological evaluation was administered by a staff member. One agency (14%) reported that the psychological evaluation was administered by the Law Enforcement Psychological and Counseling Associates, Inc. (LEPCA), a consultation firm that provides services to law enforcement agencies, but did not specify the credentials of the staff members of the LEPCA.

Whether or not the results of the psychological evaluation were disclosed to the applicant was also examined. Of the five agencies that responded to this question, three agencies (60%) reported that they allow the results to be disclosed to applicants, and one agency (20%) reported that they do not allow results to be disclosed to applicants. One agency (20%) reported that this is determined on a case-by-case basis.

Also examined was which procedures in addition to the psychological evaluation were used as part of the candidate selection process. In addition to the psychological evaluation, the procedures used were a background investigation, criminal record check, driving record check, medical exam, drug test, physical agility test, credit history check, written aptitude test, personal interview, and polygraph exam. As shown in Figure 2, all 10 agencies used a background investigation and a medical exam as part of the screening

process, but there was some variability in which of the additional procedures were used. A majority of the agencies (90%, n= 9) used a drug test, a written aptitude test, a personal interview, and a physical agility test. Over one-half of the agencies (70%, n=7) used a polygraph exam and a criminal record check. Only six agencies used a driving record check (60%, n=6), and only three agencies reported the use of a credit history check (30%).

Figure 2. Procedures used.

This study also examined the minimum age required of applicants and the minimum number of college credits required of applicants. As shown in Figure 3, 50% of agencies (n=5) required applicants to be at least 21 years of age. Thirty percent of agencies (n=3) required applicants to be at least 19 years of age, and 20% of agencies (n=2) required applicants to be at least 18 years of age. As shown in Figure 4, 50% of agencies (n=5) required applicants to have at least 60 college credits, 10% of agencies

(n=1) required applicants to have at least 48 college credits, and 40% of agencies (n=4) did not require applicants to have any college credits.
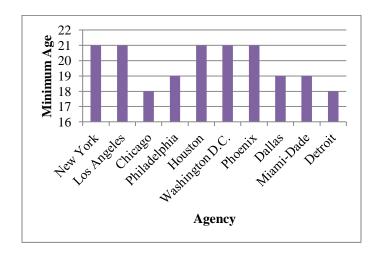

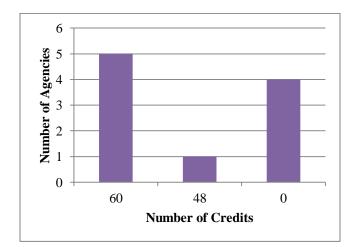*Figure 3.* Minimum age of applicants.

Figure 4. Minimum college credits required.

As shown in Table 1, there was a great amount of variability in the order of procedures used in the selection process. Most agencies began with the written aptitude test (67%), but there was a large range in the order of additional procedures. The

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psychological evaluation ranged from being used third to being used eleventh in the selection process.

Table 1

Procedure Order

Procedure	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th
Background Investigation		10%		10%	50%	10%		20%			
Criminal Record Check		17%			33%	33%	17%				
Driving Record Check	20%	40%		20%			20%				
Medical Exam		20%	10%			30%	10%	10%	10%	10%	
Drug Test	11%		22%	22%	11%			11%	22%		
Physical Agility Test	10%	10%		20%	10%	10%	20%	20%			
Credit History Test	100%										
Written Aptitude Test	67%	11%	22%								
Personal Interview		22%	22%	22%	11%		11%		11%		
Polygraph Exam		29%	14%		14%	29%	14%				
Psychological Evaluation/Personality Inventory		10%	10%	10%	10%	10%	20%			20%	10%

This study also explored the appeal process. Of the 10 agencies surveyed, three agencies did not respond to questions concerning the appeal process. As shown in Figure 5, six agencies (86%) reported that they allowed appeals for any of the procedures of the selection process, and one agency (14%) reported that they did not allow appeals for any of the procedures of the selection process.
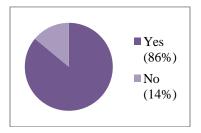

Figure 5. Appeals allowed.

Chapter 5

Discussion

Conclusions Regarding Psychological Evaluation Procedure

The current study was designed to examine the consistency of the use of psychological testing as part of the screening process of police officers among law enforcement agencies. It was hypothesized that the psychological evaluation would not be used consistently among selected law enforcement agencies. The results supported the hypothesis. Results suggested that psychological tests as part of the candidate selection process are not used consistently among law enforcement agencies.

The results of the current study are consistent with previous studies that found inconsistency in the psychological evaluation as part of the law enforcement selection process. Chang-Bae (2006) and Dantzker (2011), in an examination of Texas law enforcement agencies, also found variability in the selection process. In the current study, three different psychological tests, the Minnesota Multiphasic Personality Inventory (MMPI), the California Personality Inventory (CPI), and the Clinical Analysis Questionnaire (CAQ), were used among the 10 agencies surveyed. Dantzker (2011) similarly found that a total of 17 different tests were used among 18 Texas agencies surveyed. Similar to Chang-Bae (2006), the current study found that the MMPI was reported as the most frequently used test. In the current study, the psychological evaluation ranged from being used third to being used eleventh in the selection process. Sixty percent of agencies reported that they allow the results of the psychological evaluation to be disclosed to applicants. These results suggest variability in the use of the psychological evaluation.

The results of the current study indicate that the selected agencies may not be following recommendations made by the International Association of Chiefs of Police (IACP). The IACP PPSS (Police Psychological Services Section) guidelines for professional practice in pre-employment psychological evaluations of candidates for public safety positions indicate that the psychological evaluation should include a minimum of two psychological tests that have been validated for public safety personnel screening (IACP Psychological Services, 2005). Results found that 50% of the agencies surveyed used one test as part of the selection process. The IACP PPSS guidelines also indicate that the examining psychologist should be doctoral-level and licensed (IACP Psychological Services, 2005). Only 29% of the surveyed agencies reported that the psychological evaluation was administered by a licensed psychologist. The IACP recommendations are intended to make the psychological evaluation more standardized among agencies, but results suggest that these recommendations are not being followed.

Results also indicated that procedures in addition to the psychological evaluation were not used consistently among the agencies surveyed. Agencies used a variety of procedures in addition to the psychological evaluation. Most agencies began with the written aptitude test (67%), but additional procedures were administered in varying orders. Chang-Bae (2006) similarly found inconsistency with regard to the sequence of procedures used.

The inconsistency in the use of the psychological evaluation may be due to a number of factors. As suggested by Dantzker (2011), the diversity of the selection process may be due to the need for agencies to find a valid psychological screening procedure. Agencies may be using multiple psychological tests in order to determine

which test is the most valid test. Another factor is that psychologists may all have their own style of carrying out tasks. Also, agencies may be using multiple methods to screen candidates because each agency may believe that their mode of screening is providing them with the most competent candidates. While agencies may have positive reasons for variability in the selection process, the inconsistency of the process has implications for candidates who may be screened out by some agencies and selected by others. This suggests the need to standardize the psychological evaluation procedure so that police officer candidates are subjected to the same process.

Another concern is that agencies may be using tests that have not been developed for this purpose or tests that have not yet been found to be valid predictors of police officer success. The MMPI was the most frequently used test, and the original purpose of the MMPI was to test psychological problems and not job performance. Results imply that the necessary qualities or traits most indicative of police officer success should be determined and a specific psychological test be designed exclusively for the law enforcement selection procedure.

Limitations

The current study provides valuable information, but there are limitations. A limitation is the low response rate. Not all agencies responded to every question in the survey. This may have been due to agencies being reluctant to give out information regarding the candidate selection process. Agencies may not want any individuals, which may include potential candidates, to know about the selection process before a candidate begins the process. This may be due to agencies believing that an individual could gain an unfair advantage in the process. Also, agencies may have been reluctant to give out

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information because of the psychological evaluation being recognized as part of the medical evaluation, which is considered private information that is not released to the public.

Another limitation of the study is the questionable accuracy of the information obtained. Agencies may not have given truthful responses on the survey. Also, since some agencies did not respond to all questions on the survey, some of the information was obtained through police department website data or data from law enforcement blogs, which are not the most accurate modes of information. Also, this study focused exclusively on the ten largest agencies in the United States so the results may not apply to smaller agencies. Although the current study had limitations, this study provides beneficial information regarding the consistency of the selection process and facilitates the need and direction for future research in this area.

Future Directions

The current study examined the consistency of the selection process in order to gain a better understanding of what procedures are currently being used in this process. Future research should investigate what factors are predictive of police officer career success in addition to what factors encompass police officer job performance. Future research should also determine if the use of multiple psychological tests has a negative or positive outcome.

Since the IACP recommends that the goal of the psychological assessment should not be to diagnose candidates and that no cut-off scores should be used, future research should explore how psychologists are administering tests (IACP Psychological Services, 2005). Research should explore whether or not psychologists are using cut-off scores and

what qualities psychologists and agencies are looking for in candidates. Research should investigate what qualities make a candidate psychologically unfit and not selected for employment. The psychological evaluation is an important step of a process that may ultimately lead to the powerful and essential job of a police officer, which makes it imperative that research focus on this area in order to provide each eager candidate with an impartial and a sufficient chance to reach their full potential in this exciting career area.

<div align="center">**References**</div>

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Appendix

Survey

The purpose of this study is to investigate the procedures that are used as part of the law enforcement employee selection process. This research is being conducted by Jessica Mark and Rebecca Mark of the Psychology Department, Rowan University, in partial fulfillment of their M.A. degrees in School Psychology. Your participation in this study will consist of answering the following questions and mailing the completed survey in the enclosed, stamped, addressed envelope. There are no risks involved, and you are free to withdraw your participation at any time without penalty. Your responses will be kept anonymous. By taking this survey, you agree that any information obtained from this study may be used in any way thought best for publication or education provided that you are in no way identified, and your name is not used. Participation does not imply employment with the State of New Jersey, Rowan University, the principal investigator, or any other project facilitator. If you have any questions or problems concerning your participation in this study, please contact Jessica Mark or Rebecca Mark at (856) 435-0620 or their faculty advisor, Dr. Dihoff at (856) 256-4000 ext. 3783.

State:

_____

Name of agency:

_____

Size of agency: _____

Which of the following procedures do you use in the employee selection process? Check all that apply and circle pre or post according to whether you use them as pre or post conditional offer of employment:

_____**Background investigation**   pre   post

_____**Criminal record check**   pre   post

_____**Driving record check**   pre   post

_____**Medical exam**   pre   post

_____**Drug test**   pre   post

_____**Physical agility test**   pre   post

_____**Credit history check**   pre   post

_____**Written aptitude test**   pre   post

_____**Personal interview**   pre   post

_____**Polygraph exam**   pre   post

If you use the polygraph, please answer the following questions:

Who administers the polygraph exam?

     Police Psychologist   Chief of Police   Other _____

Who analyzes the polygraph exam results?

     Police Psychologist   Chief of Police   Other _____

Which polygraph machine is used? _____

Is the polygraph exam automated?

     Yes   No

How many polygraphs are administered to a single applicant?

     1   2   More than 2

What is the scoring procedure of the polygraph exam?

     Human   Computerized   Both

Describe the scoring procedure of the polygraph exam:

_____
_____
_____

What is the selection/rejection rate for the polygraph exam?
_____

Are the results of the polygraph exam disclosed to the applicant?

     Yes   No

_____ Psychological evaluation/Personality inventory   pre   post

If you use any type of psychological evaluation/personality inventory, please answer the following questions:

Check all that apply:

_____ Minnesota Multiphasic Personality Inventory (MMPI, MMPI-2,

or MMPI-A)

_____California Personality Inventory (CPI)

_____Inwald Personality Inventory (IPI)

_____Neuroticism Extraversion Openness Personality Inventory (NEO-PI,

NEO-PI-R, or NEO-FFI)

_____Myers-Briggs Type Indicator (MBTI)

_____Personality Assessment Inventory (PAI)

_____16 Personality Factor Questionnaire (16PF)

_____Clinical Analysis Questionnaire (CAQ)

_____Rorschach

_____Other: Name other tests_____

Who administers the psychological evaluations/personality inventories?

Police Psychologist   Chief of Police   Other_____

What is the selection/rejection rate for the psychological evaluations/personality inventories?

_____

Are the results of the psychological evaluations/personality inventories disclosed to the applicant?

Yes   No

Please number the following procedures in the order that you administer them during the selection process. Leave blank if the procedure is not used:

_____Background investigation

_____Criminal record check

_____ Driving record check

_____Medical exam

_____Drug test

_____Physical agility test

_____Credit history test

_____Written aptitude test

_____Personal interview

_____Polygraph exam

_____Psychological evaluation/personality inventory

Do you allow appeals for any of the procedures of the selection process?

     Yes   No

     Please describe the appeal process:

     _____
_____
_____

What is the overall selection/rejection rate of applicants? _____