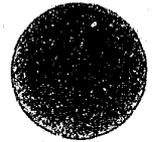


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PROMOTIONAL TESTING FOR THE POLICE MANAGER - 1997  
WILL ASSESSMENT CENTERS PLAY A DOMINANT ROLE?

NCJRS

MAY 4 1988

ACQUISITIONS

By:

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DECEMBER, 1987

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

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

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

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EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

THIS STUDY WAS DONE IN RESPONSE TO THE NEED FOR LAW ENFORCEMENT EXECUTIVES TO BE ABLE TO LOOK AT THE DIRECTION THAT LAW ENFORCEMENT PROMOTIONAL TESTING IN THE MANAGEMENT RANKS IS GOING. ASSESSMENT CENTERS, THE TESTING TECHNOLOGY THAT THIS STUDY FOCUSED ON, THUS FAR HAVE NOT ENJOYED EXTENSIVE USE IN LAW ENFORCEMENT CIRCLES. WHY HAVE THEY NOT? WILL THEY GROW IN USE IN THE NEXT TEN YEAR FUTURE OR SUBSIDE AS YET ANOTHER IN A LONG LIST OF MANAGEMENT FADS? THE QUESTION "WHY" FOLLOWS IN ANY EVENT.

IN ORDER TO ANSWER THOSE QUESTIONS, AND ESPECIALLY THE WHY, A NUMBER OF METHODOLOGIES WERE UNDERTAKEN IN THIS STUDY. THIS WAS DONE TO FIRST ATTEMPT TO FORECAST ALTERNATIVES FOR THE FUTURE AND THEN DEVELOP SCENARIOS FROM WHICH A STRATEGIC PLAN, TRANSITION PLAN AND FINAL IMPLEMENTATION COULD BE DESIGNED TO BRING ABOUT THE DESIRED FUTURE.

AFTER CLARIFYING WITH AN ASSESSMENT/NOMINAL GROUP THE ISSUE TO BE STUDIED ("PROMOTIONAL TESTING FOR THE POLICE MANAGER - 1997: WILL ASSESSMENT CENTERS PLAY A DOMINANT ROLE?"), THE ASSESSMENT/NOMINAL GROUP IDENTIFIED AN EXTENSIVE LIST OF TRENDS WHICH WERE LATER PARED DOWN TO FIVE KEY TRENDS. THEY WERE IDENTIFIED AS THOSE HAVING THE MOST SIGNIFICANT IMPACT ON THE ISSUE IN THE FUTURE.

AFTER THE EVENTS AND TRENDS WERE FINALIZED, THEY WERE CROSS-IMPACTED THROUGH THE USE OF A CROSS IMPACT MATRIX AND UTILIZED TO CREATE THREE ALTERNATIVE SCENARIOS FOR THE FUTURE. AFTER GENERATION OF THREE SCENARIOS, EACH DEPICTING A SOMEWHAT DIFFERENT VERSION OF THE FUTURE, THE NOMINAL GROUP SELECTED THE THIRD SCENARIO PRODUCED AS BEING THAT WHICH MOST ACCURATELY IN THEIR OPINION AND ACCORDING TO THE CROSS IMPACT MATRIX, PORTRAYED THE FUTURE OF LAW ENFORCEMENT MANAGEMENT TESTING IN THE NEXT TEN YEARS. THIS SCENARIO SUGGESTED THAT THE INCREASED COST OF ASSESSMENT CENTERS WOULD BE MITIGATED TO A LARGE DEGREE BY THE REGIONALIZED USE OF THEM TO CONDUCT MULTI-AGENCY TESTING. ALSO FORECAST WAS THE POSSIBILITY THAT PRE-CONSTRUCTED ASSESSMENT CENTER EXERCISES WHICH WERE DESIGNED TO MEASURE GENERIC MANAGEMENT TRAITS WOULD BE AVAILABLE, THUS CUTTING DOWN THE DEVELOPMENTAL COSTS FOR ASSESSMENT CENTERS.

THIS STUDY SET OUT TO CONSTRUCT A STRATEGIC PLAN IN WHICH THE STAKEHOLDERS IN THIS ISSUE AREA WERE IDENTIFIED AND THEN PARED DOWN TO A SET OF CRITICAL MASS. A DETERMINATION WAS THEN MADE OF WHICH OF THE STAKEHOLDERS NEEDED TO BE NEGOTIATED FROM ONE CATEGORY OF COOPERATION TO ANOTHER. A TRANSITION PLAN CONSISTING OF PHASED-IN MEETINGS WHICH WERE PURPOSED TO FIRST DESCRIBE THE STRATEGIC PLAN AND THE TRANSITORY PHASES OF IT TO A KEY GROUP OF CRITICAL MASS STAKEHOLDERS WHO WOULD TAKE PART IN THE PLAN IMPLEMENTATION AND PLANNING WAS FORMULATED.

TRANSITION WAS DIVIDED INTO THREE STAGES, WITH THE CRITICAL MASS TEAM HAVING HANDS-ON EXPERIENCE WITH STAGES ONE AND TWO, AND THEN TURNING THE IMPLEMENTATION OVER TO A PROGRAM PERSONNEL TEAM OF TESTING AND SELECTION EXPERTS AT THE ACTUAL IMPLEMENTATION STAGE. WITH THE STRATEGIC PLAN OF A MULTI-AGENCY OR REGIONALIZED ASSESSMENT CENTER TESTING MONITORED BY THE COURTS AND POST, THE HYPOTHETICAL AGENCIES INVOLVED WERE NOW READY TO

CRITICALLY ASSESS CANDIDATES FOR PROMOTION TO MANAGEMENT RANKS EQUIPPED WITH THE TESTING METHODOLOGY PROVEN TO BE THE MOST EFFECTIVE WITH REGARD TO PREDICTIVE VALIDITY, JOB RELATEDNESS AND LACK OF ETHNIC/SEXUAL BIAS. THE RESULT OF NEGOTIATIONS AND PROPER STRATEGIC SKILLS BY THE CRITICAL MASS GROUP WITH THE CHIEF OF POLICE AS THE MOVING FORCE IS A "WIN-WIN" SITUATION FOR ALL STAKEHOLDERS AND A PLAN THAT IS FUTURES ORIENTED, BUT HAS RESULTS THAT BEGIN UPON IMPLEMENTATION.

WHILE THERE ARE MANY EXTERNAL FORCES, TRENDS AND EVENTS OUT OF THE CONTROL OF LAW ENFORCEMENT THAT WILL AFFECT OR ALTER THE COURSE OF LAW ENFORCEMENT'S MISSION IN CALIFORNIA OVER THE NEXT TEN YEARS, IF WE AT LEAST IDENTIFY THOSE FORCES, TRENDS AND EVENTS, WE CAN REACT TO THEIR PRESENCE IN TIME TO BE PRO-ACTIVE WHEN THE FUTURE BECOMES TODAY. THE DETERMINATION OF HOW WE SELECT OUR MANAGERS IN THE POLICE PROFESSION WILL BE THE SINGLE MOST IMPORTANT COURSE ALTERING PROCESS THAT POLICE ADMINISTRATORS CAN ACCOMPLISH TO DIRECT THE FUTURE PROFESSIONALISM AND EFFECTIVENESS OF POLICE SERVICES IN CALIFORNIA. THIS TREND WE CAN AND SHOULD CONTROL.

## PROMOTIONAL TESTING FOR THE POLICE MANAGER IN 1997: WILL ASSESSMENT CENTERS PLAY A DOMINANT ROLE?

SINCE THE BEGINNING OF A SUCCESSFUL EFFORT TO APPROPRIATELY STAFF MANAGEMENT POSITIONS IN AN ORGANIZATION WITH QUALIFIED PERSONNEL BEGINS AT THE SELECTION-TESTING PROCESS, THIS ISSUE SHOULD BE OF PARAMOUNT IMPORTANCE TO COMMAND LEVEL POLICE ADMINISTRATORS. THE WRITER FEELS THAT IT WOULD BE BOTH INTRIGUING AND INFORMATIVE TO CONDUCT A REVIEW OF SELECTION PROCESSES FOR POLICE MANAGEMENT POSITIONS AND THEN UTILIZING ACCEPTED FUTURES FORCASTING METHODOLOGY ATTEMPT TO SHED SOME LIGHT ON THE FUTURE OF A CURRENTLY EMERGING TESTING PROCEDURE KNOWN AS THE ASSESSMENT CENTER. WHILE ASSESSMENT CENTERS ARE USED CURRENTLY ON THE LIMITED BASIS FOR SUCCESSION PLANNING, CAREER DEVELOPMENT AND PROMOTION WITHIN THE SUPERVISION AND MANAGEMENT RANKS THEY HAVE NOT GAINED AS A PROCESS COMPLETE ACCEPTANCE IN THE MANAGEMENT COMMUNITY PARTIALLY BECAUSE OF THEIR NEWNESS AS A VALID TESTING METHOD AND SECONDARILY BECAUSE THEY CAUSE A HEAVY FINANCIAL AND PERSONNEL DRAIN ON AN AGENCY THAT DECIDES TO USE THEM (FRIEDMAN AND MAN, 1981: 70-71). REGARDLESS OF THE TWO AFOREMENTIONED FACTORS, HOWEVER, THE CONSEQUENCE OF ERROR IN THE SELECTION PROCESS FOR POLICE MANAGERS IS SUCH THAT WHILE POLICE AGENCIES MAY BE STRETCHED TO BE ABLE TO AFFORD AN ASSESSMENT CENTER, THEY MAY NOT BE ABLE TO AFFORD NOT TO HAVE THEM.

BECAUSE ASSESSMENT CENTERS ARE USED AT THIS TIME FOR SUCCESSION PLANNING, CAREER DEVELOPMENT AND PROMOTION, THE WRITER NARROWED THE SCOPE OF THE STUDY TO THE PROMOTIONAL PROCESS. WHILE ALL THREE ARE INTERCONNECTED WITH THE END RESULT BEING THE PROMOTION OF PREDICTIVELY SUCCESSFUL POLICE MANAGERS, THE STRUCTURE LENGTH AND CONSEQUENCES OF ALL THREE TYPES OF ASSESSMENT CENTERS

DIFFER AND REQUIRE INDEPENDENT STUDY. IN CONTACTING SUBJECT AREA EXPERTS AND ASSOCIATED LITERATURE SEARCHES ON THE SUBJECT AREA OF PROMOTIONAL ASSESSMENT CENTERS, THE WRITER RECEIVED A LETTER FROM MANAGEMENT CONSULTANT DENNIS A. JOINER, WHICH HELPED SOLIDIFY MY UNDERSTANDING OF THE HISTORICALLY ACCEPTED TRADITIONAL PROMOTIONAL TESTING PROCESSES AND ASSISTED ME IN GETTING A VISION FOR SOME FUTURE-CENTERED AREAS TO LOOK AT. IN HIS LETTER JOINER STATED, "FOR YEARS IN BUSINESS INDUSTRY AND GOVERNMENT WE HAVE USED VARIOUS WRITTEN TESTS OF COGNATIVE ABILITY AND TECHNICAL KNOWLEDGE ALONG WITH INTERVIEWS IN AN ATTEMPT TO PREDICT HOW WELL INDIVIDUALS ARE LIKELY TO PERFORM IN FUTURE SITUATIONS ON THE JOB, ON THE POSITIVE SIDE MANY ORGANIZATIONS HAVE BEGUN TAKING ADVANTAGE OF THE WEALTH OF INFORMATION DEVELOPED THROUGH THE ASSESSMENT CENTER PROCESS FOR INDIVIDUAL AND ORGANIZATIONAL DEVELOPMENT, TRAINING AND SUCCESSION PLANNING.....THE TECHNOLOGY IS BEGINNING TO BE USED MORE INTELLIGENTLY." (JOINER, 1987:1)

THE STRUCTURE OF THE ISSUES THAT THIS WRITER STUDIED AND FORECASTED IN THIS AREA ARE NOT UNIQUE IN AN EXAMINATION OF THE TESTING AND SELECTION PROCESS, BUT IT IS UNIQUE IN THE SENSE THAT IN THE AUTHOR'S SEARCH FOR PREVIOUS LITERATURE, NONE HAS ADDRESSED THE POSSIBILITY OF GOING PAST SIMPLY FORECASTING THE FUTURE IN ORDER TO STRATEGICALLY THINK ABOUT HOW TO EFFECT OR CHANGE THE FUTURE STATE BY USE OF MANAGEMENT TECHNIQUES SUCH AS PLANNING, TRANSITION MANAGEMENT, STRATEGIC DECISION MAKING AND RESPONSIBLE IMPLEMENTATION PLANNING. THE RESULTS OF UTILIZING SUCH TECHNIQUES GIVE NOT ONLY A VIEW INTO THE FUTURE, BUT A CHANCE TO FORM IT TO OUR NEEDS PRIOR TO REACHING IT AT SOME POINT IN TIME. WITHOUT SUCH AN EXAMINATION, MANAGERS AND ADMINISTRATORS OF POLICE AND OTHER ORGANIZATIONS WILL FIND THEMSELVES IN THE FUTURE WHILE BEING QUITE UNPREPARED FOR IT. WHEN THAT HAPPENS, OUR

MANAGEMENT DECISIONS REGARDING ANY ISSUE AREA INCLUDING THE TESTING AND SELECTION PROCESS ARE ALL TOO OFTEN MADE FOR US IN THE FORM OF EMPLOYEE GREIVANCES, LITIGATION AND ARBITRATION. ASSUMING THAT NO POLICE ADMINISTRATOR OR SENIOR MANAGER DESIRES ANY OF THESE NARROW BAND DECISION MAKERS, THIS PAPER IS OFFERED AS A FUTURES ORIENTED ALTERNATIVE.

## OBJECTIVE 1

### STATEMENT

THE FIRST OBJECTIVE OF THIS STUDY WAS TO FACTOR AND STUDY THE GENERAL ISSUE UTILIZING FUTURES RESEARCH METHODOLOGIES. THE RESULT OF THIS TYPE OF STUDY WAS THREE FUTURE SCENARIOS, EACH PURPOSED TO GIVE A DIFFERENT VIEW OF THE FORECASTED FUTURE OF THE GENERAL ISSUE. THE GENERAL ISSUE OF THIS STUDY PAPER IS AS FOLLOWS: HOW WILL LAW ENFORCEMENT MANAGERS BE CHOSEN IN THE YEAR 1997. WILL ASSESSMENT CENTERS PLAY A DOMINANT ROLE?

SIXTEEN RELATED ISSUES WHICH COMPRISE VARIOUS PARTS OF THE GENERAL ISSUE HAVE BEEN IDENTIFIED BY MEANS OF SCANNING PERSONAL REFLECTION AND A SUBJECT AREA GROUP OF EXPERTS UTILIZING THE NOMINAL GROUP TECHNIQUES. THEY WERE:

1. DID CONVENTIONAL TESTING METHODS SUCH AS WRITTEN/ORAL EXAMINATIONS FOR LAW ENFORCEMENT MANAGEMENT POSITIONS EVER ATTAIN VALIDATION AS BOTH ACCURATE AND FAIR; AND WAS VALIDATION PERIODICALLY UPDATED?
2. DID SEXUAL OR ETHNIC BIAS EVER SURFACE AS A FLAW IN CONVENTIONAL TESTING METHODS?
3. WAS THE LIMITED PAST USE OF ASSESSMENT CENTERS EVER SUCCESSFULLY CHALLENGED IN AN ADMINISTRATIVE OR LEGAL PROCEEDING?
4. IN THE PAST, WAS THERE MORE OF A RELIANCE ON ORAL PRESENTATIONS THAN PURELY WRITTEN EXAMINATIONS?

5. WAS THE INCREASED USE OF SELF RATING FORMS AN INTEGRAL PART OF THE TESTING PROCESS?
6. WAS THE INCREASED USE OF PRIVATE INDUSTRY CONSULTANTS ON AN "AS NEEDED" BASIS AN EFFORT TO ADD PROFESSIONALISM AND ELIMINATE BIAS OR JUST TO SAVE MONEY.
7. WAS INCREASED USE OF THE "LATERAL TRANSFER PROCESS" OR RECRUITING FROM THE OUTSIDE USED TO CIRCUMVENT THE TESTING PROCESS?
8. DID LOWER EXAMINATION SECURITY OCCUR DUE TO THE RISING COST OF UPDATING AND CHANGING WRITTEN TEST QUESTIONS PERIODICALLY?
9. DID CLAIMS OF FAVORITISM OR BIAS INCREASE DURING QUALIFICATION APPRAISAL PANELS (ORAL BOARDS)?
10. WAS THERE A DECREASED FAITH IN THE OVERALL TESTING PROCESS WHEN WRITTEN/ORAL EXAMINATION PROCESSES WERE USED TO SELECT THE BEST MANAGEMENT CANDIDATE?
11. WAS THERE A PERCEIVED NEED TO INCREASE THE QUALITY OF THE MANAGEMENT TESTING PROCESS WITHOUT A CORRESPONDING INCREASE IN COST?
12. DID A NEED EXIST TO STREAMLINE THE TESTING PROCESS TO BRING ABOUT COST SAVINGS AND MORE TIMELY RESULTS?

13. WAS THERE AN INCREASE IN THE FREQUENCY OF GRIEVANCES FILED BY THE EMPLOYEE UNIONS ON BEHALF OF PROMOTIONAL CANDIDATES OR AFFIRMATIVE ACTION GROUPS AND ETHNIC MINORITIES OVER THE JOB RELATEDNESS OF TEST QUESTIONS?
14. WAS THERE A REALIZATION BY UPPER MANAGEMENT THAT PROMOTIONAL TESTING ONLY MEASURED THE DIMENSION OF KNOWLEDGE IN TECHNICAL SKILLS AND NEGLECTED THE AREAS OF JUDGEMENT IN COMPLEX ETHICAL ISSUES AND THE ABILITY TO FUNCTION AS THE LEADER OF A GROUP OF PEOPLE?
15. WAS THERE AN INCREASED FEAR THAT PROMOTIONAL APPLICANTS OR CANDIDATES COULD AND DID LITERALLY LEARN THE TESTING PROCESS AND PROMOTIONAL TEST QUESTIONS AFTER REPEATED ATTEMPTS TO GET PROMOTED?
16. WAS THERE AN INCREASE IN THE USE OF ETHNICALLY/SEXUALLY BALANCED TESTING BOARDS?

OF THOSE PAST ISSUES MENTIONED THUS FAR, THE GROUP CONSENSUS DURING THE BRAINSTORMING FUTURES WHEEL SESSION WAS THAT PAST ISSUES #2, 3, 4, 6, 9, 13 AND 14 STILL HAD A GREAT DEAL OF RELEVANCY IN THE PRESENT SINCE THE ISSUES OF THE VALIDITY OF WRITTEN/ORAL TESTING ETHNICAL BIAS JOB RELATEDNESS AND LEGAL CHALLENGES ARE OCCURRING AT THE PRESENT TIME.

THE SAME GROUP OF SUBJECT AREA EXPERTS WERE ALSO ASKED TO GENERATE A LIST OF EMERGING ISSUES FROM THE PRESENT TIME PERIOD, AND DID SO DURING A BRAINSTORMING AND NOMINAL GROUP TECHNIQUE MEETING. IN ADDITION, THE WRITER USED

PERSONAL REFLECTION AND A PRELIMINARY LITERATURE SEARCH AS WELL AS PASSIVE AND ACTIVE SCANNING TO ADD TO THE LIST OF ISSUES. THE ISSUES WERE THEN SUBJECTED TO A PRELIMINARY SCREENING BY THE GROUP AS AN APPROACH TO STRUCTURING THE GENERAL ISSUE FOR RESEARCH, THE CRITERIAN WAS A JUDGEMENT CONCERNING A DEGREE OF RELATEDNESS, THE RESULT WAS A LIST OF 24 ISSUES THAT, WHEN CONSIDERED TOGETHER, ESSENTIALLY DEFINED THE PARAMETERS OF THE GENERAL ISSUE BEING STUDIED. THEY ARE AS FOLLOWS:

1. IS THERE AN INCREASING NEED TO BRING STANDARDIZATION TO LAW ENFORCEMENT MANAGEMENT PROMOTIONAL TESTS?
2. CAN PROMOTIONAL TESTING METHODS BE DESIGNED TO TEST A NUMBER OF DIMENSIONAL AREAS AT THE SAME TIME?
3. DOES THE CRITICAL NATURE OF POLICE MANAGEMENT PROMOTIONS MANDATE OR REQUIRE A MORE COMPREHENSIVE AND OBJECTIVE LIST OF SUBJECTIVE SKILLS?
4. SHOULD MANAGEMENT LEVEL PROMOTIONAL TESTING BE A PREDICTOR OF POTENTIAL AS WELL AS AN EXAMINATION OF CURRENT SKILLS?
5. DOES COST OF THE TEST PROCEDURES PLAY A MAJOR ROLE IN WHICH PROCESS IS CHOSEN BY A DEPARTMENT?
6. ARE ALL OF THE FULL RANGE OF TESTING METHODS CLEARLY UNDERSTOOD BY POLICE ADMINISTRATORS?

7. CAN ASSESSMENT CENTERS PROVIDE A MULTI-DIMENSIONAL EXAMINATION OF PROMOTIONAL CANDIDATES' POTENTIAL AND SKILL IN A MORE PREDICTIVE, VALID AND JOB-RELATED WAY THAN TRADITIONAL TESTING METHODS?
8. IS SUBJECTIVITY IN SCORING MANAGEMENT PROMOTIONAL TESTS INCREASING?
9. IS IT POSSIBLE TO NUMERICALLY QUANTIFY SKILL LEVELS IN VARIOUS PERFORMANCE AREAS AND CONCLUDE AN EXAMINATION PROCESS WITH A PRIORITIZED RANK LIST?
10. WHICH FORM OF PROMOTIONAL TESTING HAS THE GREATER CHANCE OF RETAINING ITS VALIDITY AFTER SCRUTINY BY THE COURTS?
11. WHICH TESTING PROCESS OFFERS THE MOST COMPREHENSIVE EVALUATION OF RESULTS ANALYSIS?
12. SHOULD TESTING ONLY GAUGE CURRENT SKILL LEVELS OR FORECAST DEVELOPMENTAL POTENTIAL IN AREAS FOR FUTURE TRAINING NEEDS?
13. ARE THERE SETS OF GENERIC CRITERIA THAT CAN BE APPLIED TO MOST POLICE MANAGEMENT PROMOTIONAL TESTS TO JUDGE SKILL LEVEL AND POTENTIAL, THOUGH THE NEEDS OF VARIOUS DEPARTMENTS MAY DIFFER TO SOME DEGREE?
14. ARE ALL OF THE CURRENT TESTING METHODS CAPABLE OF EXAMINING CRITICAL TASKS USED BY POLICE MANAGERS?

15. CAN COST EFFECTIVENESS BE MEASURED ONLY BY THE COST TO ADMINISTER AND SCORE THE TEST, OR CAN THE COST OF MAKING THE WRONG PROMOTIONAL SELECTION, SUBSEQUENT LEGAL ACTIONS OR ADVERSE ACTIONS BE FACTORED IN AND QUANTIFIED?
16. ARE PROMOTIONAL ASSESSMENT CENTERS THE WAVE OF THE FUTURE OF MANAGEMENT LEVEL TESTING OR THE CURRENT FAD IN MANAGEMENT?
17. HOW COMPLETE SHOULD RECORDS BE FOR MONITORING A HISTORICAL RECORD OF SCORES FOR DETAILED INFORMATION ON TEST ELEMENTS AND HOW SCORES WERE DERIVED?
18. WHICH TESTING PROCEDURE CAN GIVE THE MOST COMPLETE EXPOSURE TO A CANDIDATE'S CAPABILITY AND POTENTIAL?
19. WILL THE EXCESSIVE COSTS ASSOCIATED WITH ASSESSMENT CENTERS PRECLUDE SMALLER POLICE DEPARTMENTS OR LARGE DEPARTMENTS WITH TIGHT BUDGETS FROM USING THEM?
20. WILL THE USE OF ASSESSMENT CENTERS CAUSE ADVERSE REACTIONS BY LABOR GROUPS OR OTHER STAKEHOLDERS IN THE TESTING PROCESS?
21. WILL POLICE AGENCIES WITH COMMON NEEDS DEVELOP INTERAGENCY CONTRACTS TO SHARE THE COSTS AND RESOURCES NECESSARY FOR THE SUCCESSFUL COMPLETION OF AN ASSESSMENT CENTER?
22. WILL FULL-TIME ASSESSORS JOIN THE CADRE OF CONSULTANTS WHOSE PROFESSION IS THE ADMINISTRATION OF ASSESSMENT CENTERS?

23. ARE ASSESSMENT CENTERS, UNLIKE CONVENTIONAL TESTING METHODS, TOO COMPLICATED TO BE ADMINISTERED BY IN-HOUSE PERSONNEL SPECIALISTS?
24. HOW WILL A LARGE CANDIDATE POOL BE REDUCED TO ACCOMODATE A REASONABLE AND COST EFFECTIVE ASSESSMENT CENTER PROCESS IN LARGE DEPARTMENTS?

CONSIDERATION WAS GIVEN TO RELATED ISSUES THAT MIGHT EMERGE BY THE YEAR 1997. FUTURE ISSUES WERE JUDGED TO BE RELEVANT ON THE BASIS OF POTENTIAL IMPACT UPON POSSIBLE FUTURE SCENARIOS. THE INITIAL SELECTION WAS A GROUP OF 20 FUTURE ISSUES. THEY ARE AS FOLLOWS:

1. WILL THERE BE A HIGHER DEMAND FOR MULTI-DIMENSIONAL PROMOTION EXAMINATIONS FOR POLICE MANAGERS IN THE FUTURE?
2. WILL THE PEACE OFFICER STANDARDS AND TRAINING COMMISSION (POST) PLAY A ROLE IN THE DEVELOPMENT OF STANDARDIZED PROMOTIONAL TEST FORMATS THAT CAN BE APPLIED TO ANY POLICE AGENCY IN CALIFORNIA?
3. IS REMOTE SCORING ACCOMPLISHED WITH VIDEO EQUIPMENT FEASIBLE IN THE ASSESSMENT CENTER SETTING?
4. WILL REGIONALIZED ASSESSMENT CENTERS BE DEVELOPED TO PROMOTE MORE EXTENSIVE USE WITH LOWER SHARED COSTS?
5. WILL THE COURTS CONTINUE TO UPHOLD THE VALIDITY OF ASSESSMENT CENTER PROCESSES AND/OR WRITTEN ORAL TEST PROCESSES?

6. WILL THE FAITH OF EMPLOYEES IN CONVENTIONAL TESTING METHODS DECREASE IN THE FUTURE?
7. WILL GOVERNMENT ENTITIES WHO, BY CHARTER OR PERSONNEL REGULATION, REQUIRE WRITTEN/ORAL TESTING BE FORCED BY THE COURTS TO CHANGE TO A TESTING PROCESS WHICH IS LESS SUBJECT TO BIAS, PREJUDICE AND ERROR.
8. WILL THE PROSPECTIVE POLICE MANAGER ACCEPT AND ENDORSE THE USE OF THE ASSESSMENT CENTER AS THE TESTING TOOL OF THE FUTURE?
9. WILL THE USE OF ASSESSMENT CENTERS CONTINUE TO INCREASE OR PEAK OUT AND THEN DECLINE IN TIME FOR THE NEXT MANAGEMENT SELECTION "FAD"?
10. WILL PROMOTIONAL CANDIDATES WANT A TESTING METHOD WHICH REQUIRES STRUCTURED, DOCUMENTED FEEDBACK ON TEST PERFORMANCE BY THE TESTING AUTHORITY?
11. WILL THE PROMOTIONAL CANDIDATE OF THE FUTURE DEMAND THAT THE PERSONS EVALUATING HIS OR HER PROMOTABILITY BE SPECIFICALLY TRAINED TO ASSESS THE CANDIDATE'S PERFORMANCE IN SPECIFIC DIMENSION AREAS?
12. WILL PEACE OFFICER ASSOCIATIONS RESIST THE USE OF ASSESSMENT CENTERS OR DEMAND CHANGE FROM CONVENTIONAL TESTING?
13. WILL GOVERNING ENTITIES BE WILLING TO PAY THE INCREASED TESTING AND SELECTION COSTS GENERATED BY PROMOTIONAL ASSESSMENT CENTERS OVER MORE CONVENTIONAL TESTING METHODS?

14. WILL LAW ENFORCEMENT PROFESSIONAL GROUPS EXERT POLITICAL CLOUT TO INSTITUTE ANY STANDARDIZED POLICE ASSESSMENT CENTER?
15. WILL THE USE OF ASSESSMENT CENTERS BETTER SERVE THE NEED TO CREATE AN ETHNIC BALANCE OR PARITY IN THE MANAGEMENT WORK FORCE?
16. WILL THE INCREASING COMPLEXITY OF THE POLICE MANAGER'S JOB SURPASS THE CONVENTIONAL TESTING METHOD'S CAPABILITY TO ACCURATELY EXAMINE FOR THE BEST CANDIDATE?
17. WILL INCREASED PERSONNEL COSTS AND DECREASED BUDGET ALLOTMENTS PRICE ASSESSMENT CENTERS OUT OF THE TESTING MARKET?
18. WITH AN EVER INCREASING WORKLOAD, WILL POLICE ADMINISTRATORS BE WILLING TO ALLOCATE THE NECESSARY MANPOWER AND FUNDS NEEDED TO CONDUCT ASSESSMENT CENTERS?
19. WILL THE NUMBER OF POLICE AGENCIES IN CALIFORNIA USING ASSESSMENT CENTERS AS A PROMOTIONAL TOOL CONTINUE TO INCREASE?
20. WILL THE SUCCESS RATE OF NEW POLICE MANAGERS INCREASE WITH THE CORRESPONDING INCREASE IN THE USE OF ASSESSMENT CENTERS AS A PROMOTIONAL TESTING METHOD IN THE MANAGEMENT RANKS?

## DEFINITIONS -

FOR PURPOSES OF CLARITY, IN THE EVENT THAT READERS OF THIS STUDY ARE UNFAMILIAR WITH EITHER LAW ENFORCEMENT ISSUES OR THE TESTING PROCESS, THE FOLLOWING LIST OF TERMS AND DEFINITIONS IS PROBABLY APPROPRIATE:

**SWORN** - A PEACE OFFICER FOR ANY PUBLIC LAW ENFORCEMENT AGENCY IN CALIFORNIA UNDER AUTHORITY OF PENAL CODE SECTION 830 ET SEQ.

**CONVENTIONAL TESTING METHODS** - THIS REFERS TO WRITTEN PEN AND PAPER KNOWLEDGE TESTS AND ORAL QUESTIONING PANELS ALSO KNOWN AS QUALIFICATION APPRAISAL PANELS.

**ASSESSMENT CENTER** - AN ASSESSMENT CENTER CONSISTS OF A SERIES OF JOB SIMULATIONS WHICH ARE DEMONSTRATED IN A TESTING SITUATION. THE RESULTS ARE EVALUATED AND RANKED BY A TEAM OF TRAINED EXPERTS WHO DEVELOP SCORES AND PROMOTIONAL LISTS (PUBLIC PERSONNEL MANAGEMENT, 1986:437-438).

**ADVERSE ACTIONS** - THIS REFERS TO THOSE QUASI-JUDICIAL PROCEEDINGS INITIATED BY AN EMPLOYER OR EMPLOYEE BEFORE A HEARING BOARD WITH THE AUTHORITY TO RULE IN FAVOR OF ONE PARTY OR ANOTHER. SOME EXAMPLES ARE THE STATE PERSONNEL BOARD, CIVIL SERVICE COMMISSION, OR ADMINISTRATIVE LAW COURTS.

**INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP)** - THIS IS A PROFESSIONAL ORGANIZATION MADE UP OF POLICE CHIEFS, SHERIFFS, OR OTHER LAW ENFORCEMENT AGENCY HEADS. ITS MEMBERSHIP IS WORLDWIDE AND ITS MISSION IS PROMOTING PROFESSIONALISM IN LAW ENFORCEMENT THROUGH TRAINING, EDUCATION, TECHNOLOGY AND LEGISLATIVE ACTIVITY (SOURCE: IACP MEMBERSHIP MATERIAL).

**CALIFORNIA PEACE OFFICERS ASSOCIATION (CPOA)** - THIS IS A CALIFORNIA PROFESSIONAL LAW ENFORCEMENT ASSOCIATION WHOSE MEMBERS ARE MOSTLY SUPERVISORY AND MANAGEMENT POLICE PERSONNEL. ITS GOALS ARE SIMILAR TO IACP AS LISTED ABOVE, BUT AT THE STATE LEVEL.

**PEACE OFFICERS RESEARCH ADVISORY COMMISSION (PORAC)** - THIS IS A PROFESSIONAL/LABOR GROUP WHICH IS CLASSIFIED AS A NON-PROFIT CORPORATION. IT OFFERS TRAINING, LEGAL DEFENSE, LABOR RELATIONS ADVISEMENT AND FRATERNAL/SOCIAL ACTIVITIES TO ITS MEMBERSHIP, WHICH CONSISTS MOSTLY OF LAW ENFORCEMENT AND SOME SUPERVISORY POLICE PERSONNEL. PORAC ALSO ACTS AS AN UMBRELLA GROUP FOR MANY PEACE OFFICER ASSOCIATIONS THAT EXIST IN A NUMBER OF CITY, COUNTY AND STATE LAW ENFORCEMENT AGENCIES IN CALIFORNIA.

**PEACE OFFICER ASSOCIATIONS (POA)** - USUALLY A GROUP OF LINE OR SUPERVISORY OFFICERS WHO FORM AN ASSOCIATION THAT FUNCTIONS AS A BARGAINING UNIT TO NEGOTIATE ON BEHALF OF THE MEMBERSHIP WITH MANAGEMENT FOR SALARY AND BENEFITS IN COLLECTIVE BARGAINING CONTRACTS. ITS MAKEUP AND PURPOSE IS VERY SIMILAR TO A LABOR UNION IN THE PRIVATE SECTOR.

**POLICE COMMISSION** - A GROUP OF GOVERNMENT AND PRIVATE PARTIES WHO ACT IN AN ADVISORY OR OVERSIGHT CAPACITY TO THE ADMINISTRATIVE OFFICERS OF LOCAL POLICE DEPARTMENTS.

**VALIDATION** - THE PROCESS WHEREBY PROMOTIONAL TESTS ARE JUDGED TO BE FAIR, NON-BIASED AND JOB RELATED FOR THE POSITION THEY TEST.

**LATERAL TRANSFER TESTING** - A TESTING PROCESS (EITHER ORAL, WRITTEN OR BOTH) WHICH ASSUMES A BASIC SKILL LEVEL, IS NON-PROMOTIONAL AND TESTS SUITABILITY OF AN EMPLOYEE TO MOVE FROM ONE AGENCY TO ANOTHER AT THE SAME RANK.

**CRITICAL TASKS** - THOSE JOB RELATED TASKS WHICH ARE CRITICAL TO THE PERFORMANCE OF AN EMPLOYEE IN ANY GIVEN POSITION. THESE ARE THE TASKS THAT THE EMPLOYEE MUST BE ABLE TO DEMONSTRATE, BUT MAY NOT BE REQUIRED TO COMPLETE DURING ANY SPECIFIC TIME FRAME.

**DIMENSION** - AN AREA OF SKILL OR JUDGEMENT TO BE TESTED DURING A PROMOTIONAL EXAMINATION SUCH AS WRITING ABILITY, POLITICAL AWARENESS, COMMUNICATIONS, OR DECISION MAKING ABILITY.

**CONSULTANT** - A PUBLIC EMPLOYEE OR PRIVATE PRACTITIONER WHO ADVISES, GUIDES AND OFTEN CONDUCTS THE TESTING PROCESS FOR GOVERNMENT AGENCIES.

**POLICE MANAGER** - A SWORN POLICE OFFICER, USUALLY ABOVE THE RANK OF SERGEANT.

**POLICE ADMINISTRATOR** - A POLICE CHIEF, SHERIFF OR OTHER TITLED HEAD OF A LAW ENFORCEMENT AGENCY.

**STEEP** - A FORMULA FOR CONSIDERING THE SOCIAL, TECHNOLOGICAL, ENVIRONMENTAL, ECONOMIC AND POLITICAL ASPECTS OF ANY ISSUE AREA.

## METHODS: IDENTIFICATION

IN THIS STUDY, A NUMBER OF METHODS AND TECHNIQUES WERE UTILIZED TO GUIDE THE WRITER AND THE MEMBERS OF THE STUDY GROUP TO REASONABLE CONCLUSIONS CONCERNING THE FUTURE. A LIST OF THOSE TECHNIQUES/METHODS USED ARE AS FOLLOWS:

1. PERSONAL REFLECTION
2. LITERATURE SCANNING
3. BRAIN-STORMING
4. NOMINAL GROUP TECHNIQUE (NGT)
5. FUTURES WHEELS
6. STRUCTURED SUBJECT AREA EXPERT INTERVIEWS
7. CROSS IMPACT MATRIX
8. SCENARIO WRITING

## METHODS: IDENTIFICATION

IN ORDER TO IMPLEMENT THE STUDY OF HOW THE LAW ENFORCEMENT MANAGER OF 1997 WILL BE SELECTED, WITH PARTICULAR EMPHASIS ON THE PROMOTIONAL ASSESSMENT

CENTER PROCESS, THE LOGIC FOR USING CERTAIN METHODS OF STUDY SHOULD BE EXAMINED. THE PARTICULAR METHODS THE WRITER USED IN THIS STUDY AND THE RATIONALE FOR THEIR USE IS AS FOLLOWS:

1. **PERSONAL REFLECTION** - SINCE THE WRITER HAS BEEN INVOLVED IN THE CONVENTIONAL TESTING PROCESS, BOTH AS A RATER AND PROMOTIONAL CANDIDATE OVER THE LAST 16 YEARS AND AS MORE RECENTLY IN THE PROMOTIONAL ASSESSMENT CENTER PROCESS AS BOTH A CANDIDATE AND ASSESSOR, PERSONAL REFLECTION HAS PROVED VERY VALUABLE IN THE CONSIDERATION OF THE FUTURE OF THE TESTING PROCESS AS MENTIONED. THIS PROCESS HAS ALLOWED THE WRITER TO INTRODUCE THE VALUE OF PERSONAL EXPERIENCES IN THE SUBJECT AREA INTO THE RESEARCH PROJECT. CARE WAS USED TO AVOID LETTING THE PERSONAL REFLECTION METHOD BIAS THE OUTCOME OR FUTURE PROJECTIONS OF THIS STUDY. IT MAINLY SERVES TO ASSIST THE WRITER IN EXPLAINING THE TESTING PROCESS FOR MANAGEMENT RANK PROMOTIONS TO GROUP MEMBERS UNFAMILIAR WITH THE SUBJECT AREA AND ACTED AS A GUIDE TO A BALANCED LITERATURE SEARCH.

2. **SCANNING** - WHILE PERSONAL REFLECTION SERVES ITS PURPOSE TO EXPLAIN, GUIDE OR FINE-TUNE THE ESSENCE OF THE IDEA TO BE STUDIED AND THE IDENTIFICATION OF THOSE RELATED ISSUES TO BE GENERATED, SCANNING OR AN ATTEMPT TO REVIEW OTHER DOCUMENTATION OR PUBLICATIONS ADDRESSING THE RELATED ISSUES IS NECESSARY TO GO ANY FURTHER. THAT NEXT STEP IS TO SEE WHAT SUBJECT AREA EXPERTS IN THE PROMOTIONAL TESTING PROCESS HAD WRITTEN OR STATED IN PUBLIC WITH REGARD TO THE ISSUE. THIS SCANNING PROCESS ASSISTED THE WRITER IN DEVELOPING ADDITIONAL RELATED ISSUES TO THOSE GLEANED FROM PERSONAL REFLECTION AND OTHER METHODS MENTIONED LATER IN THIS SECTION. AN ATTEMPT WAS MADE TO SAMPLE LITERATURE FROM THE PAST AND PRESENT IN ORDER TO GAIN A BALANCED KNOWLEDGE OF PAST, PRESENT AND, HOPEFULLY, FUTURE ISSUES.

3. **BRAINSTORMING** - ONCE THE SCANNING AND PERSONAL REFLECTION PROCESSES WERE COMPLETED, METHODOLOGIES WHICH INVOLVED ONLY THE WRITER WERE, FOR THE MOST PART, **EXHAUSTED**. IT WAS APPROPRIATE AT THIS POINT TO BRING TOGETHER A GROUP OF SUBJECT AREA EXPERTS FROM LAW ENFORCEMENT AND NON-LAW ENFORCEMENT FIELDS TO EXAMINE THE VARIOUS RELATED ISSUES THUS FAR PRODUCED AND UTILIZE THE BRAINSTORMING TECHNIQUE TO GENERATE ADDITIONAL RELATED ISSUES USING THOSE ISSUES PREVIOUSLY FORMED AS A RESULT OF PERSONAL REFLECTION AND SCANNING AS A JUMP OFF POINT FOR THE BRAINSTORMING EFFORT. THE BRAINSTORMING TECHNIQUE WAS USED NOT ONLY IN THE FIRST PORTIONS OF THE PROCESS FOR RESEARCH OF THIS PAPER, BUT THROUGHOUT THE RESEARCH EFFORT WHENEVER A GROUP OF INDIVIDUALS WERE BROUGHT TOGETHER FOR INTERVIEWS, POLICY DELPHIS OR A NOMINAL GROUP TECHNIQUE.

4. **NOMINAL GROUP TECHNIQUE (NGT)** - UTILIZING THE SAME GROUP THAT INITIATED THE BRAINSTORMING METHODOLOGY FOR THIS STUDY, THE NGT PROCESS WAS USED TO PARE DOWN TO A MANAGABLE NUMBER THE ISSUES GENERATED DURING THE BRAINSTORMING SESSION AND TO PRIORITIZE THE ISSUES TO BE STUDIED BY THE AMOUNT OF IMPACT OR RELEVANCE TO THE OVERALL ISSUE BEING STUDIED.

5. **INTERVIEWS (STRUCTURED)** - STRUCTURED INTERVIEWS WITH SUBJECT AREA EXPERTS IN TESTING, LAW ENFORCEMENT, BUDGET, LABOR RELATIONS, AFFIRMATIVE ACTION AND PERSONNEL SERVICES WERE UTILIZED TO ELICIT OPINIONS, TECHNICAL EXPERTISE OR OTHER COMMENTS WHERE A GENERAL GROUP NEEDED SPECIFIC GUIDANCE OR EXPLANATION OF TERMINOLOGY. ALSO, LISTS OF ISSUES FORMATTED DURING THE NOMINAL GROUP TECHNIQUE WERE EXAMINED BY SUBJECT AREA EXPERTS TO ENSURE THAT NOT ONLY DID THEY EXPRESS A MULTI-DISCIPLINARY VIEW OF THE ISSUES AND GENERAL ISSUE TO BE STUDIED, BUT WERE ALSO TECHNICALLY ACCURATE.

6. **CROSS IMPACT FORECASTING MATRIX** - THE RELEVANT ISSUES GENERATED BY MANY OF THE ABOVE CITED METHODOLOGIES FORM THE BASIS FOR TREND AND EVENT STATEMENTS THAT WERE UTILIZED THROUGH THE CROSS IMPACT MATRIX PROCESS TO ANALYTICALLY AND ARITHMATICALLY EXAMINE THE EFFECT THAT EACH EVENT HAD ON OTHER EVENTS OR TRENDS. THIS METHODOLOGY WAS THE PRIMARY "SOURCE DOCUMENT" FOR FORMING A CREDIBLE BASIS TO GENERATE FUTURES SCENARIOS TO DESCRIBE THREE FUTURES, I.E., SYSTEMS CHANGE, HYPOTHETICAL OR TURBULENT.

7. **FUTURES SCENARIOS** - WHEN WRITTEN, THESE SCENARIOS ARE USED TO EXAMINE THE POSSIBLE FUTURE STATES THEY FORECAST, AND FROM THAT FORM THE BASIS FOR EXAMINING WHICH SCENARIO TO FURTHER STUDY AND EXAMINE FOR PURPOSES OF DEVELOPING A STRATEGIC PLAN TO BRING ABOUT A DESIRED FUTURE. A TRANSITION MANAGEMENT PLAN IS THEN DEVELOPED TO PHASE IN THE DESIRED FUTURE AND POLICY CONSIDERATIONS TO ENSURE THAT EVENTUALLY THE DESIRED FUTURE CAN BE A WORKING MODEL WITH SOME CHANCE FOR SUCCESS.

## DEFINING THE FUTURE

AFTER COMPILING A COMPREHENSIVE LIST OF FUTURES FORECASTING METHODS AND DOCUMENTING HOW EACH OF THOSE METHODS COULD EACH BE USED, THE WRITER SET ON A COURSE TO PUT THOSE METHODS INTO ACTION TO CREATE THE INITIAL DATA BASE WHICH WOULD FORM A SOLID PLATFORM FROM WHICH TO PEER INTO THE FUTURE, AND AS MORE THAN ONE ROMAN EMPEROR HAS SAID, "LET THE GAMES BEGIN".

### LITERATURE SEARCH

USING THE GENERAL ISSUE STATED IN THIS PAPER AS A POINTER, THE WRITER ELECTED TO CONDUCT A LITERATURE SCAN OF BOOKS, PERIODICALS AND PROFESSIONAL JOURNAL ARTICLES TO IDENTIFY WHAT SUBJECT AREA EXPERTS WERE TALKING ABOUT IN TERMS OF TODAY'S BEST TECHNOLOGY FOR MANAGEMENT PROMOTIONAL EXAMINATIONS IN LAW ENFORCEMENT. I ADDITIONALLY WANTED TO SEE IF I COULD GLEAN ISSUE/TREND INFORMATION FROM ARTICLES OF THE RECENT PAST AND PRESENT TO HELP ME AND THE GROUP USED LATER IN THIS STUDY IDENTIFY THOSE ISSUES THAT COULD BE EXPECTED IN THE FUTURE. THE ISSUES IDENTIFIED AS A RESULT OF AN EXTENSIVE LITERATURE SEARCH HELPED ME FURTHER REFINE THE GENERAL ISSUE TO BE STUDIED, I.E., HOW WILL THE POLICE MANAGER IN THE YEAR 1997 BE SELECTED? RELATED ISSUES IDENTIFIED DURING THE SEARCH WHICH, AS PREVIOUSLY MENTIONED, BECAME A PORTION OF THE NOMINAL GROUP EXERCISE WERE:

1. THE NUMERIC PREDICTIVE VALIDITY OF VARIOUS TYPES OF PROMOTIONAL EXAMINATIONS.
2. INVOLVEMENT OF THE COURTS IN THE TESTING AND SELECTION PROCESS.

3. COST FACTORS OF THE TESTING PROCESS.
4. AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY GUIDELINES FROM THE FEDERAL GOVERNMENT.
5. DEFENSABILITY AGAINST EMPLOYEE-GENERATED GREIVANCES.

### BRAINSTORMING - NOMINAL GROUP TECHNIQUE

AFTER IDENTIFYING THE CORE ISSUES CONTAINED IN THE AVAILABLE LITERATURE ON THE SUBJECT OF PROMOTIONAL TESTING IN LAW ENFORCEMENT, A GROUP OF 10 PEOPLE WAS FORMED TO GENERATE AS COMPLETE A LIST AS POSSIBLE OF PAST, PRESENT AND FUTURE EMERGING ISSUES/TRENDS. THE GROUP CONSISTED OF MALE AND FEMALE PARTICIPANTS ROUGHLY BALANCED ON A ONE TO ONE RATIO AND REPRESENTING THREE ETHNIC GROUPS. ONE MEMBER WAS A SWORN PEACE OFFICER AT THE ASSISTANT CHIEF LEVEL, WHILE OTHERS REPRESENTED PRIVATE SECTOR AND GOVERNMENT REPRESENTATIVES IN THE AREAS OF BUDGET, LABOR RELATIONS, AFFIRMATIVE ACTION, PERSONNEL MANAGEMENT, TESTING AND SELECTION ANALYSIS, PRIVATE CONSULTANT AND PERSONNEL MANAGEMENT. EACH PARTICIPANT HELD THE RANK OF DIVISION CHIEF OR ITS EQUIVLENT IN THEIR OWN ORGANIZATION. (SEE ATTACHMENT #3 FOR NGT MEMBER IDENTIFICATION.)

GROUP MEMBERS RECEIVED A PACKAGE OF MATERIALS CONSISTING OF ISSUES GENERATED BY PERSONAL REFLECTION AND LITERATURE SEARCH, AS WELL AS A COPY OF THE "TASK FORCE ON ASSESSMENT CENTER STANDARDS" DEVELOPED BY THE SEVENTH INTERNATIONAL CONGRESS ON THE ASSESSMENT CENTER METHOD IN NEW ORLEANS, LOUISIANA IN 1979. THIS DOCUMENT SERVED TO ENSURE THAT EACH GROUP MEMBER WHO WAS, BY SURVEY,

JUDGED TO BE FAMILIAR WITH TRADITIONAL TESTING METHODS COULD ALSO GIVE EQUAL CONSIDERATION TO THE ASSESSMENT CENTER METHOD OF PROMOTIONAL TESTING.

FOLLOWING A GENERAL DISCUSSION OF THE ISSUE LIST PROVIDED TO THE GROUP, THE DEFINITION OF ASSESSMENT CENTERS AND AN EXPLANATION OF THE GENERAL ISSUE TO BE STUDIED, THE GROUP, UTILIZING THE NOMINAL GROUP TECHNIQUE (NGT), SET OUT TO IDENTIFY THE PAST, PRESENT AND FUTURE ISSUES/TRENDS MENTIONED EARLIER IN PAGES 3-7 OF THIS STUDY. THE GROUP WAS ALSO GIVEN A DEFINITION OF A TREND AND AN EVENT AS ENDORSED PREVIOUSLY BY THE POST COMMAND COLLEGE FUTURES FORECASTING WORKSHOP. A ROUNDTABLE DISCUSSION WITH MEMBERS OF THE GROUP GIVING EXAMPLES OF WHAT THEY CONSIDERED TRENDS IN RELATED SUBJECT AREAS ENSURED THAT EACH MEMBER HAD AN ACCURATE IDEA OF WHAT CONSTITUTES A TREND, AND FURTHER, THAT THAT IT WAS CONSISTENT WITH THE REMAINDER OF THE GROUP.

AFTER THE GROUP HAD GENERATED THE THREE LISTS OF ISSUES/TRENDS, THEY WERE ASKED TO UTILIZE A PRIORITIZATION INSTRUMENT WHICH RANKED THE LIST AS "PRICELESS", "VERY HELPFUL", "HELPFUL", "NOT VERY HELPFUL" OR "WORTHLESS".

### KEY TRENDS

CONTINUING WITH THE NGT PROCESS, THE KEY TRENDS IDENTIFIED AS THE GROUP AS THOSE HAVING THE HIGHEST IMPACT ON THE SELECTION PROCESS FOR POLICE MANAGERS WERE:

1. INCREASING WORKLOAD/DECREASING FUNDS - THE INCREASING WORKLOAD OF MANAGEMENT AND EXECUTIVE MANAGEMENT PERSONNEL AFFECTED BY A DECREASING TREND IN FUNDING FOR LAW ENFORCEMENT ADMINISTRATION AND OPERATIONS.

2. **SEXUAL/ETHNIC BIAS** - AN INCREASING DEMAND FOR TESTING WHICH ELIMINATES THE EFFECTS OF SEXUAL/ETHNIC BIAS.
3. **THE COURTS** - AN INCREASING INVOLVEMENT IN THE COURTS TO SOLVE DISPUTES OVER THE MAKEUP AND ADMINISTRATION OF PROMOTIONAL TESTING.
4. **REGIONALIZED TESTING** - AN INCREASED USE OF REGIONALIZED TESTING BY COALITIONS OF LAW ENFORCEMENT AGENCIES IN ORDER TO SHARE COSTS AND STANDARDIZE QUALITY.
5. **POST** - THE INCREASING ROLE THAT THE PEACE OFFICER STANDARDS AND TRAINING COMMISSION PLAYS IN ITS REGULATORY FUNCTION OVER THE DEVELOPMENT OF STANDARDS FOR COMPETENCY AND PERFORMANCE IN MANAGEMENT POSITIONS IN LAW ENFORCEMENT.

THE GROUP WAS THEN ASKED TO UTILIZE THEIR OWN SUBJECT AREA EXPERTISE IN THE TESTING AND SELECTION PROCESS COMBINED WITH THE "STEEP" PROCESS TO ESTIMATE THE VALUE OF EACH TREND'S IMPORTANCE ON THE ISSUE TODAY. THEY WERE THEN ASKED TO LOOK BACKWARDS FIVE YEARS AND TO PLACE AN APPROXIMATE VALUE ON THE TREND BEING CONSIDERED AND THEN LOOK AHEAD TEN YEARS AND GIVE YET A THIRD VALUE TO EACH TREND. THE GROUP'S CONSENSUS WAS THAT TEN YEARS WAS A MINIMUM PROJECTION TO GIVE A GOOD ESTIMATE OF TREND EVALUATION FROM THE FUTURE PERSPECTIVE BECAUSE THE ISSUE OF TESTING AND SELECTION AT ANY LEVEL IS SO HIGHLY REGULATED BY RULES, POLICIES, LAWS AND JUDICIAL MANDATES THAT RAPID CHANGE BY MEANS OTHER THAN THE COURT IS DIFFICULT TO PREDICT. ATTACHMENT #4 IS A COMPILATION OF GROUP SCORES ASSIGNED TO EACH OF THE FIVE KEY TRENDS UTILIZING A TREND EVALUATION FORM. AS STATED PREVIOUSLY, THE FORM REQUIRED THE GROUP TO ASSIGN A VALUE TO EACH TREND, ASSUMING A VALUE OF 100 FOR TODAY

AND THEN ASKING FOR A VALUE PROJECTING BACK FIVE YEARS, AS WELL AS THEIR BEST ESTIMATE OF WHAT THE VALUE WILL BE IN TEN YEARS, AND FINALLY, A VALUE AS TO WHAT THE VALUE SHOULD BE. THIS ALLOWED THE GROUP TO GIVE BOTH A REALISTIC PROJECTION AS TO EACH TREND'S VALUE IF THE FUTURE IS ALLOWED TO PROGRESS ON ITS OWN (WILL BE) AND A VALUE IF THE FUTURE OCCURS UNDER IDEAL CIRCUMSTANCES (SHOULD BE).

IN ORDER TO GRAPHICALLY DISPLAY AN INCREASE OR DECREASE IN TREND IMPACT ON THE GENERAL ISSUE AND FURTHER TO BE ABLE TO VISUALIZE THE RANGE BETWEEN "SHOULD BE" AND "WILL BE" TO IDENTIFY THE FORECASTING RANGE, A SECONDARY TREND EVALUATION GRAPH WAS CONSTRUCTED FOR EACH OF THE FIVE KEY TRENDS TO DISPLAY THE GROUP'S RESULTS.

## TREND #1: INCREASE WORKLOAD/DECREASE FUNDING

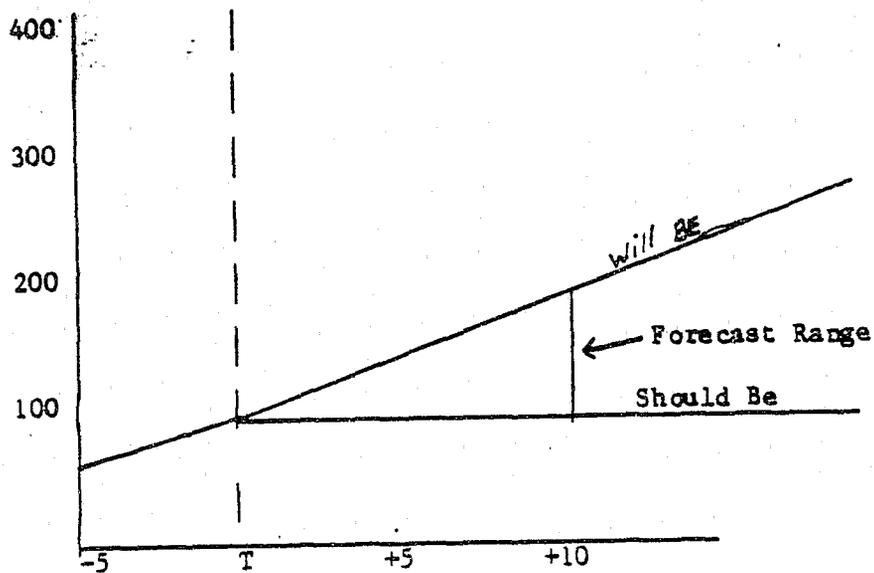


Figure #1

DURING THE GROUP DISCUSSION OF THE KEY TRENDS, THE GROUP DECIDED THAT THERE EXISTS AN INCREASING TREND IN THE WORKLOAD PLACED ON MANAGEMENT TO ACTIVELY PARTICIPATE IN THE PLANNING, IMPLEMENTATION AND DEFENSE OF TESTING AND SELECTION SYSTEMS AND A DECREASE IN THE OVERALL FUNDING FOR LAW ENFORCEMENT IN GENERAL AND, THUS, THE SPECIFIC PROGRAM SUCH AS TESTING AND SELECTION WITHIN THE LAW ENFORCEMENT CATEGORY. MORE SIMPLY STATED, LESS TIME AND LESS MONEY TO CHOOSE THE EFFECTIVE AND SUCCESSFUL POLICE MANAGER OF THE FUTURE. THIS IS EVIDENCED BY THE GROUP'S ESTIMATION THAT ASSUMING A VALUE OF 100 FOR TODAY THAT IN TEN YEARS THE VALUE OF THIS ISSUE WILL BE 175, WHILE IT "SHOULD BE" ONLY 90 UNDER OPTIMUM CONDITIONS. WHILE THERE WAS NO IMMEDIATE CONSENSUS BY THE GROUP ON WHICH TESTING PROCESS FOR POLICE MANAGERS WOULD BEST FIT THE RESTRICTIONS OF A LOW TIME, LOW MONEY FUTURE, THE GROUP UNANIMOUSLY AGREED THAT WHATEVER THE PROCESS, IT MUST BE EFFICIENT IN ORDER TO ENSURE MINIMUM TIME COMMITMENTS OF EXECUTIVE LEVEL MANAGERS AND EFFECTIVE TO ENSURE THAT THE PROCESS NEED NOT BE REPEATED DUE TO MISTAKES GENERATED BY

THE PROCESS ITSELF OR THE PARTICIPANTS. HOWEVER, THE GROUP ALSO FELT THAT NEW MANAGEMENT TECHNOLOGIES ARE MOST OFTEN SPAWNED WHEN MANAGERS ARE REQUIRED TO DO MORE WITH LESS OUT OF NECESSITY.

## TREND #2: SEXUAL/ETHNIC BIAS

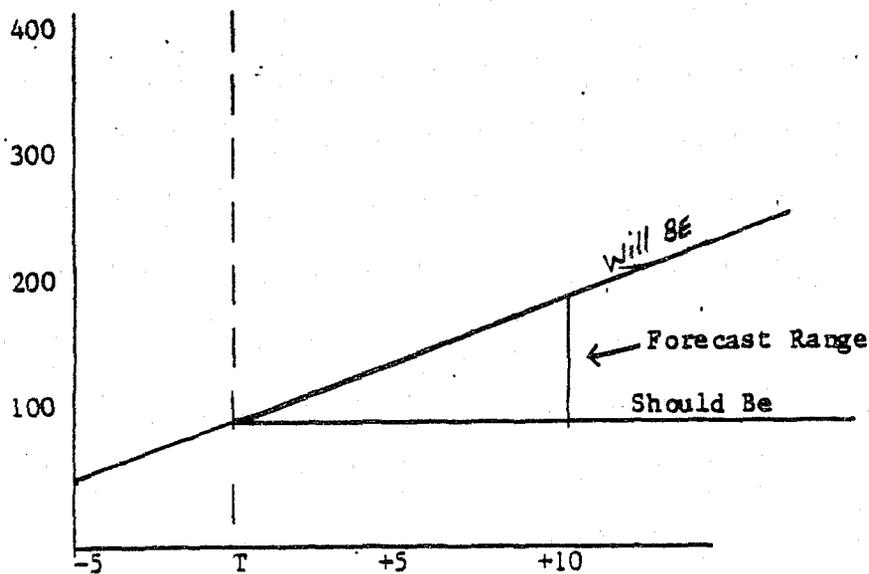


Figure #2

THE GROUP CONSENSUS WITH REGARD TO THE ABOVE STATED TREND #2 WAS EXCEPTIONALLY HIGH. THOSE GROUP MEMBERS INVOLVED IN THEIR OWN CAREER FIELDS OF AFFIRMATIVE ACTION, LABOR RELATIONS AND TEST ANALYSIS CHARACTERIZED THE SEXUAL/ETHNIC BIAS ISSUE IN THE CURRENT TESTING PROCESSES AS ONE OF THE "HOTTER" ISSUES OF THE DAY IN PERSONNEL SELECTION. AGAIN ASSUMING A VALUE OF 100 FOR TODAY, THE GROUP EXPRESSED THAT THEIR FIVE-YEAR PAST RATING OF 65 WAS INDICATIVE OF THE RECENTLY GROWING REVELATION THAT TRADITIONAL TESTING METHODS USED IN THE PAST, AS WELL AS TODAY, HAVE BEEN SHOWN TO CONTAIN SEXUAL OR ETHNIC BIASES BY VITURE OF THE FACT THAT MEMBERS OF UNDER-REPRESENTED GROUPS HAVE NOT HISTORICALLY BEEN A PART OF THE TESTING FORMULATION PROCESS, AND WHILE THE BIAS IS NOT MELTED INTO THE TEST WITH ANY PURPOSE OR MALICE, IT HAS BEEN FOUND BY TESTING ANALYSTS AND THE COURTS TO EXIST. (QUARLES, 1983:310-22) FOR THIS SAME REASON, THE GROUP ESTIMATED THAT IN ANOTHER TEN YEARS THE CONCERN AND DEMAND REGARDING THIS TREND WILL DOUBLE, THUS, THE GROUP ISSUED A SCORE OF 205. IN THE "SHOULD BE" CATEGORY,

OF THE MOST DESIRED FUTURE, THE GROUP FELT THAT WITH THE UTILIZATION OF THE NEWEST AND MOST CAUTIOUS AND EFFECTIVE TESTING METHODS THAT THIS NUMBER COULD BE PARED DOWN TO A VALUE OF 130. HENCE, BY THEIR SCORE THEY STATED THAT THE DEMAND SHOULD DECREASE IF PLANS ARE ACTIVATED WHICH ALLEVIATE THE SITUATION THAT HAS EXISTED AND CURRENTLY EXISTS. AT THIS TIME THE GROUP FURTHER INDICATED AN EXCEPTIONALLY STRONG LINK BETWEEN TREND #2 AND TREND #3, WHICH INVOLVES THE INVOLVEMENT OF THE COURT IN THE MAKEUP AND ADMINISTRATION OF PROMOTIONAL TESTING. THIS IS ONLY REASONABLE SINCE THE COURTS HAVE BECOME INTRINSICALLY INVOLVED IN ALL SOCIOLOGICAL, POLITICAL, ECONOMIC AND ENVIRONMENTAL ISSUES WHICH HAVE TAKEN A PARTICULAR COURSE DUE TO THE UNFAIR OR BIASED TREATMENT OF ETHNIC (UNDER-REPRESENTED) GROUPS. IN CONCLUSION, THE GROUP FELT THAT IF THE CURRENT TREND CONTINUES UNABATED, THE OUTCRY FROM UNDER-REPRESENTED GROUPS WOULD BE SUCH THAT LEGAL MANDATES, GOVERNMENTAL REGULATIONS OR LEGISLATION WHICH SPECIFICALLY IDENTIFIES TESTING METHODS WHICH GUARANTEE NON-BIAS WILL BE FORTHCOMING.

**TREND #3: INCREASED COURT INVOLVEMENT**

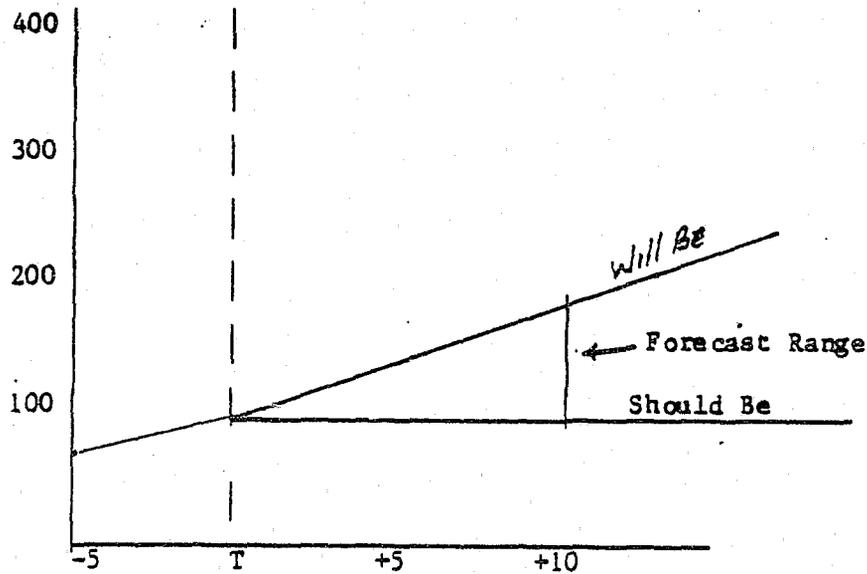


Figure #3

THIS TREND, WHICH THE GROUP TIED HEAVILY TO TREND #2 IN TERMS OF RELEVANCY AND IMPACT LEVELS FROM FIVE YEARS AGO AS WELL AS TEN YEARS INTO THE FUTURE, CAUSED MAJOR DISCUSSION WITHIN THE GROUP. THE CONSENSUS WAS THAT AT SOME POINT THIS PARTICULAR TREND COULD EVOLVE INTO A SERIES OF EVENTS WHICH MAY DRASTICALLY RESHAPE THE WAY IN WHICH WE TEST POLICE MANAGERS FOR PROMOTION IN LAW ENFORCEMENT IN THE FUTURE. IN FACT, THE LITERATURE SEARCH MENTIONED PREVIOUSLY IN THIS STUDY HISTORICALLY VALIDATES THE OPINION OF THE GROUP. IN 1979 THE SAN FRANCISCO POLICE DEPARTMENT WAS BARRED FROM USING TRADITIONAL TESTING AND SELECTION PROCESSES BY THE UNITED STATES FEDERAL COURT BECAUSE THE TRADITIONAL METHODS WERE FOUND TO BE BIASED AND DISCRIMINATORY AGAINST WOMEN AND MINORITIES. THE ENSUING LEGAL BATTLE OVER WHICH TESTING AND SELECTION PROCESS WAS PROPER RESULTED IN A SIX YEAR DELAY IN THE EXAMINATION UNTIL A COURT DECREE WAS ISSUED THAT MANDATED THE "APPROPRIATE AND VALID PROCEDURES FOR THE HIRING AND PROMOTION OF POLICE BE UTILIZED". THE LENGTHY COURT DECREE SET FORTH TESTING AND SELECTION

REQUIREMENTS WHICH VIRTUALLY PARALLELED THE ASSESSMENT CENTER PROCESS AND FROM AVAILABLE LITERATURE IS KNOWN TO BE THE FIRST COURT MANDATED ASSESSMENT CENTER FOR POLICE MANAGEMENT POSITIONS IN THE UNITED STATES. (HURLEY, JOINER AND WONG, 1982: 23-28.) SINCE THE SAN FRANCISCO TESTING ISSUE SURFACED, TWO OTHER MAJOR METROPOLITAN POLICE DEPARTMENTS IN THE UNITED STATES HAVE EXPERIENCED SIMILAR COURT MANDATES. THE GROUP FELT THAT THUS FAR HOWEVER, THE COURTS HAVE LIMITED THE SCOPE OF THEIR RULINGS TO THE JUDGEMENT OF JOB RELATEDNESS AND FAIRNESS OF INDIVIDUAL EXAMINATIONS RATHER THAN ISSUING COURT ORDERS WHICH ADDRESS PROCESSES USED BY ALL DEPARTMENTS IN THE UNITED STATES. NONETHELESS, THE GROUP FELT THAT THE IMPLICATION AND RAMIFICATIONS OF SUCH A RULING EVEN ON A SPECIFIC TEST CARRIED WITH IT A STATEMENT OF DRAMATICALLY INCREASED COURT INVOLVEMENT. HENCE, THE GROUP SCORED THE TEN YEAR LEVEL AT 190 IN THE "WILL BE" SECTION. INTERESTINGLY ENOUGH, THE GROUP FELT THAT COURT INVOLVEMENT IN THE TESTING AND SELECTION PROCESS WAS NOT A DESIREABLE FUTURE TO LOOK FORWARD TO SINCE THE COURTS, AT VARIOUS JUDICIAL LEVELS, HAVE SHOWN HISTORICAL INCONSISTENCIES IN CIVIL RIGHTS CASES THROUGHOUT OUR HISTORY, THUS, THE GROUP SCORED ACCORDINGLY STATING THAT THE COURT INVOLVEMENT SHOULD BE ONLY SLIGHTLY MORE (115) THAN IT IS TODAY. IT WAS CLEAR THROUGH DISCUSSION THAT THE GROUP STRONGLY WANTED THE FUTURE VALUE OF COURT INVOLVEMENT TRENDS TO BE SIGNIFICANTLY LESS THAN THEY THOUGHT WOULD BE THE EVENTUALITY. THE GROUP CONSENSUS WAS THAT A MASSIVE COORDINATED EFFORT IN CALIFORNIA LAW ENFORCEMENT IN THE AREA OF PROMOTIONAL TESTING TO MANAGEMENT RANKS HAVE TO TAKE PLACE IN ORDER TO GIVE WHATEVER PROCESS IS DECIDED UPON A "CLEAN BILL OF HEALTH" BEFORE THE SCRUTINIZING EYE OF THE COURT.

#### TREND #4: REGIONALIZED TESTING

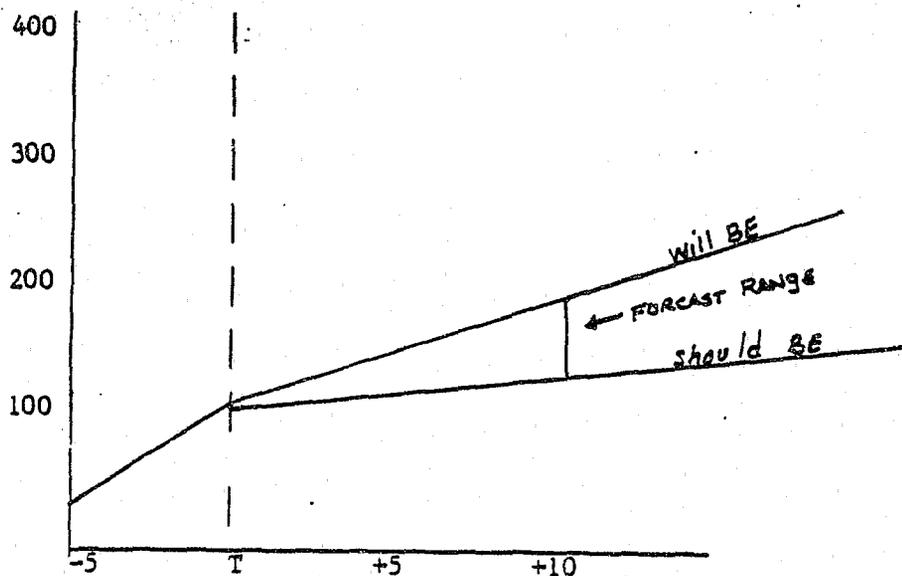


Figure #4

IN THIS TREND, THE GROUP CONSENSUS WAS THAT THE ABOVE STATED TREND HAD THE LOWEST LEVEL VALUE FOR FIVE YEARS AGO OF ALL THE KEY TRENDS. TO THEIR KNOWLEDGE AND THROUGH THE SPECIFIC AREAS OF EXPERTISE OF EACH GROUP MEMBER, NONE COULD RECALL SIGNIFICANT EFFORTS ON THE PART OF LAW ENFORCEMENT TO TAKE A TRULY REGIONAL APPROACH TO TESTING, ALTHOUGH SOME WRITERS HAVE PROPOSED THE IDEA. (SPIELBERGER, 1977: 226) THIS IS NOT TO SAY THAT COOPERATIVE EFFORTS HAVE NOT OCCURRED, BUT GENERALLY THEY WERE BETWEEN FEW COOPERATING AGENCIES IN A SMALL GEOGRAPHIC AREA. THE GROUP DEFINED "REGIONALIZED TESTING" AS TESTING WHICH ENCOMPASSED ONE OR MORE COUNTY GEOGRAPHICAL BOUNDRIES AND INCLUDED THE MAJORITY OF THE EXISTING POLICE AGENCIES BY MUTUAL CONSENT. WHILE CLEARLY THE GROUP FELT THAT THIS TREND IS NOW BECOMING MORE REALISTIC, THERE SHOULD BE HALF AGAIN AS MUCH REGIONAL TESTING IN THE NEXT TEN YEARS. INTERESTINGLY ENOUGH, THE GROUP FELT THAT WITHIN TEN YEARS, THERE WOULD BE ROUGHLY TWICE AS MUCH (180) TESTING DUE TO THE COST SAVINGS REALIZED BY THE AGENCIES. WHETHER OR NOT THIS TREND IS ACTUALLY

GOOD FOR THE LAW ENFORCEMENT COMMUNITY AS A WHOLE OR NOT, THE GROUP FELT THAT THE PRIME MOTIVATION FOR SUCH AN ACT WOULD BE COST SAVINGS AND A SIDE BENEFIT WOULD BE STANDARDIZATION OF PROCEDURES AND TEST SPECIFICATIONS. IN REALITY, HOWEVER, THE GROUP, AS A MULTI-DISCIPLINARY GROUP OF PROFESSIONALS, FELT THAT THE ISSUE OF STANDARDIZATION WAS MORE IMPORTANT IN THE LONG RUN THAN COST SAVINGS IF THE TWO MUST BE PRIORITIZED. THEY ALSO FELT THAT AS TESTS FOR PROMOTIONAL OPPORTUNITY BECOME MORE PURELY MANAGEMENT ORIENTED, THEY ALSO BECOME MORE SUBJECTIVE AND DIFFICULT TO OBJECTIVELY GRADE TO ENSURE SELECTION OF THE BEST CANDIDATE. THEREFORE, A TERTIARY BENEFIT WOULD BE DERIVED FROM THE REQUIREMENT OF MANAGEMENT UNDER THE AUSPICES OF STANDARDIZATION TO MORE CLEARLY DEFINE THOSE CRITICAL TASKS AND DIMENSIONS THAT MUST BE MEASURED TO ACCURATELY TEST ONE'S POTENTIAL FOR SUCCESSFUL MANAGEMENT PERFORMANCE. WHEN ASKED DURING THIS TREND EVALUATION IF THE GROUP COULD MAKE LINKAGE TO OTHER TRENDS NOT IDENTIFIED AS KEY TRENDS, THE GROUP'S RESPONSE WAS THE IDENTIFICATION OF THE USE OF HIGH-TECH EQUIPMENT TO ALLOW VIDEO-BASED TESTING OF CANDIDATES AT THEIR OWN DEPARTMENTAL LOCATION WHICH COULD BE ANALYZED AT A CENTRAL OR REGIONAL LOCATION FOR COMPUTATION OF FINALIZED TESTING SCORES IN VARIOUS EXERCISES AND, DUE TO THE STANDARDIZATION FACTOR, AN INCREASED LATERAL TRANSFER CAPABILITY BETWEEN AGENCIES AT THE MANAGEMENT RANKS.

## TREND #5: POST'S REGULATORY ROLE

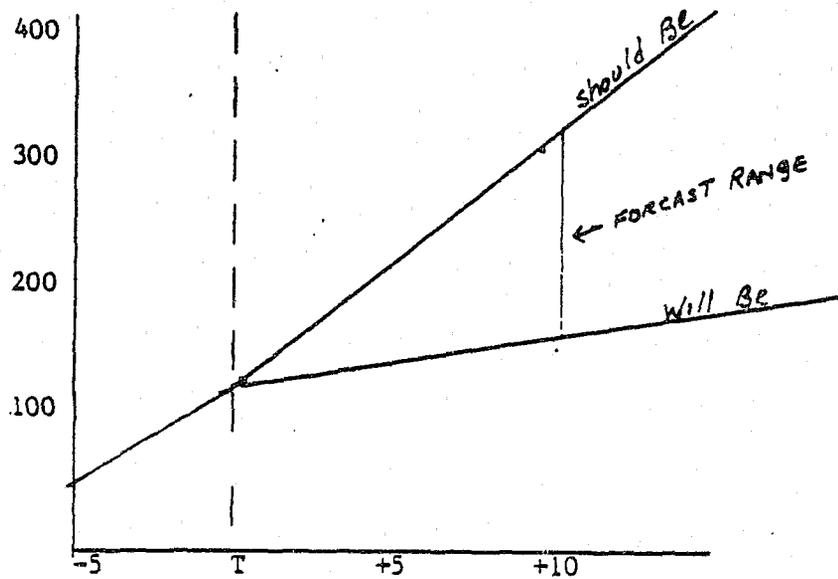


Figure #5

AS PREVIOUSLY STATED, THE MULTI-DISCIPLINARY MAKEUP OF THE GROUP REQUIRED THAT THE GROUP BE GIVEN AN EXPLANATION OF THE PEACE OFFICERS STANDARDS AND TRAINING COMMISSION (POST) AND THE ROLE IT CURRENTLY PLAYS IN THE CERTIFICATION OF TRAINING FOR PEACE OFFICERS IN CALIFORNIA FROM ENTRY TO EXECUTIVE MANAGEMENT LEVELS. WHILE THE GROUP HAD A VERY BASIC KNOWLEDGE OF POST'S REGULATORY ROLE, THE EXPLANATION HELPED THEM TO DEVELOP THEIR THOUGHTS ON THIS TREND TO PROJECT FUTURE ROLES POST MIGHT PLAY IN THE TESTING AND SELECTION PROCESS AS A LOGICAL EXTENSION OF ITS REGULATORY FUNCTION FOR THE CERTIFICATION OF MANAGEMENT RANK POLICE PERSONNEL. THE GROUP SCORES FOR THIS TRENDS CLEARLY INDICATE THAT WHILE THE GROUP FELT THAT THE COURTS COULD HAVE THE MOST IMMEDIATE AND STRONG IMPACT ON THE FUTURE TESTING PROCESSES FOR MANAGEMENT PERSONNEL, AS EVIDENCED BY THE SCORE OF 125 IN THE "WILL BE" CATEGORY FOR THE NEXT TEN YEARS, THEIR CUMULATIVE SCORE OF 290 FOR THE "SHOULD BE" SECTION IN TEN YEARS INDICATES THE GROUP'S STRONG FEELINGS THAT IF THERE IS ANY STATEWIDE PUBLIC AGENCY THAT SHOULD HAVE A

DEFINITE EFFECT ON THE FUTURE OF TESTING, IT IS, IN FACT, THE POST COMMISSION. THE GROUP FURTHER FELT THAT POST IS THE ONLY STATEWIDE AGENCY THAT COULD, THROUGH ITS REGULATORY POWERS, PROPERLY ADDRESS THE STANDARDIZATION ISSUES IN TESTING FOR THE ENTIRE STATE AS IT HAS DONE IN THE CERTIFICATION PROCESS FOR TRAINING. THE GROUP ALSO FELT A DEFINITE TIE BETWEEN THIS TREND AND TREND #3 IN THAT THEIR FEELINGS WERE THAT THE COURTS WOULD VIEW WITH GREATER CREDIBILITY POST'S NON-BIASED AND NON-PARTISAN INTERESTED IN THE PROFESSIONALISM OF LAW ENFORCEMENT IN CALIFORNIA. ALSO, THE GROUP FELT THAT THE COURTS WOULD FEEL MUCH MORE COMFORTABLE IN DEALING WITH ONE AGENCY REPRESENTING THE STANDARDIZATION OF TESTING AND SELECTION OF LAW ENFORCEMENT RATHER THAN THE 500 PLUS NUMBER OF POLICE AGENCIES ON AN INDIVIDUAL BASIS.

#### TREND EVALUATION SUMMARY

AFTER A THOROUGH EXAMINATION OF THE TRENDS AND THEIR RELATIVE VALUES OVER THE NEXT TEN YEARS, THE GROUP WAS ASKED IF, UTILIZING THEIR KNOWLEDGE OF THE KNOWN PROMOTIONAL TESTING PROCEDURES, THEY WERE ABLE TO FORM AN OPINION AS TO WHICH PROCESS HAD THE BEST CHANCE TO SURVIVE. GIVEN THEIR ESTIMATED TREND VALUES, THE GROUP WAS UNANIMOUS IN SELECTING THE ASSESSMENT CENTER PROCESS AS THE TESTING AND SELECTION METHOD WITH THE BEST CHANCE OF SURVIVING CONSIDERING THE SELECTED KEY TRENDS AND THEIR RESPECTIVE VALUES FOR THE FUTURE. IN LIGHT OF THE NECESSITY IN DEVELOPING A LIST OF FUTURE EVENTS WHICH WOULD HAVE AN IMPACT ON THE CONTINUANCE OR ALTERATION OF THE COURSE OF THE AFORESTATED TRENDS, THE WRITER FELT THAT THIS QUESTION COULD NOT GO UNANSWERED PRIOR TO THE DEVELOPMENT OF THE EVENT LIST.

## KEY EVENTS

AFTER CONCLUSION OF THE TREND DEVELOPMENT AND ASSESSMENT EXERCISE, THE GROUP MET TO GENERATE AND PRIORITIZE A GROUP OF EVENTS THAT, IF ALLOWED TO OCCUR, WOULD SIGNIFICANTLY IMPACT THE COURSE OF ANY OF THE FIVE PREVIOUSLY SELECTED TRENDS OR THE GENERAL ISSUE. AS IN THE TREND GENERATION STAGE, THE GROUP WAS GIVEN A DEFINITION OF AN EVENT SO THAT THE GROUP COULD FORM CONCISE STATEMENTS WHICH WOULD ENSURE CONSISTENCY OF DEFINITION WHILE COVERING A VARIETY OF SUBJECT AREAS AND TIME FRAMES. THE GROUP WAS TOLD THAT AN "EVENT" IS DEFINED AS AN OCCURRENCE AT ANY SPECIFIC POINT IN TIME THAT WOULD HAVE A MEASURABLE IMPACT CAUSING THE ALTERATION OF THE COURSE OF ANY OF THE FIVE KEY TRENDS. THE EXAMPLE GIVEN WAS THE COURT MANDATE IN THE SAN FRANCISCO CASE WHEREIN THE COURT DECREED THAT AN ASSESSMENT CENTER WOULD BE USED FOR A SPECIFIC TEST DURING DEFINED TIME FRAMES TO ENSURE THAT CRITICAL ELEMENTS WERE TESTED TO ELIMINATE SEXUAL OR ETHNIC BIAS. THE INITIAL LIST OF EVENTS, AGAIN THROUGH THE NGT PROCESS, WAS SCALED DOWN TO FIVE SPECIFIC EVENTS WHICH ARE AS FOLLOWS:

1. A CALIFORNIA COURT DECISION REQUIRES MULTI-PHASE ASSESSMENT TRAINING TO ELIMINATE RACIAL, CULTURAL OR SEXUAL BIAS IN MANAGEMENT PROMOTIONAL TESTS.
2. PERSONNEL BOARDS OF CITIES, COUNTIES OR STATE GOVERNMENT REQUIRE ASSESSMENT CENTER TESTS FOR ALL POSITIONS IN THE MANAGEMENT RANKS.
3. THE USE OF ASSESSMENT CENTERS IS A PRE-REQUISITE FOR MANAGEMENT LEVEL PROMOTIONS PRIOR TO RECEIPT OF FEDERAL FUNDS OR GRANTS FOR LAW ENFORCEMENT PROGRAMS.

4. ASSESSMENT CENTERS ARE NO LONGER USED BECAUSE OF THE LACK OF FUNDING, THE EXCESSIVE MANPOWER COMMITMENT THEY REQUIRE AND OVERSIZED CANDIDATE POOLS AS DEPARTMENTS GROW LARGER OR REGIONALIZE THEIR TESTING PROCESSES.

5. BUDGET LIMITING PROPOSITIONS SIMILAR TO THE GANN-JARVIS INITIATIVE ON THE STATE LEVEL OR THE GRAHAM-RUDMEN BILL ON THE FEDERAL LEVEL BECOME LAW.

FOLLOWING THE IDENTIFICATION OF THE KEY EVENTS, THE NGT GROUP MEMBERS, UTILIZING AN EVENT EVALUATION CHART WERE ASKED TO GIVE A NUMERICAL VALUE TO EACH EVENT WHICH INDICATES THE PROBABILITY THAT THE EVENT WOULD OCCUR BY 1992 (FIVE YEARS INTO THE FUTURE) OR 1997 (TEN YEARS INTO THE FUTURE). THE GROUP ALSO WAS ASKED TO GIVE A SPECIFIC YEAR IN WHICH THEY FELT THAT THE EVENT AND ITS PROBABILITY FOR OCCURRENCE EXCEEDED ZERO AND ALSO TO GIVE THEIR ESTIMATION OF THE NET IMPACT ON LAW ENFORCEMENT IN CALIFORNIA BASED ON A -10 THROUGH +10 SCALE.

AFTER COMPUTATION OF THE PROBABILITY IMPACT AND DATE SCORES, THE GROUP WENT BACK OVER EACH OF THE EVENTS TO DISCUSS THEIR REASONING FOR THE SCORES THAT WERE ASSIGNED. THEIR OBSERVATIONS CONCERNING EACH EVENT ARE SUMMARIZED AS FOLLOWS:

#### EVENT #1 - COURT DECISION/ASSESSMENT CENTERS

IN LIGHT OF PAST EVENTS WHERE IN SOME INSTANCES THE COURT HAS SEEN FIT TO ENTER THE PERSONNEL TESTING AND SELECTION PROCESS TO ENSURE ELIMINATION OF RACIAL AND SEXUAL BIAS, THE GROUP FELT THAT THERE WAS A STEADILY INCREASING RISK THAT THE COURT WOULD ESCALATE ITS EFFORTS TO ELIMINATE THESE BIASES IN

A SIMILAR FASHION AS IT HAS DONE IN MANY OTHER SOCIAL, ECONOMIC AND POLITICAL ISSUE AREAS. AS CAN BE SEEN FROM THE EVENT EVALUATION FORM AND REFLECTION BACK TO THE TREND EVALUATIONS, THE GROUP HAS LINKED A TREND AS MENTIONED IN THE PAST WITH LIMITED INVOLVEMENT OF THE COURTS IN THE TESTING AND SELECTION PROCESS TO AN ALMOST WHOLESAL POSITION ON THE SUBJECT AREA OF TESTING AND SELECTION BY THE YEAR 1990. JUST TWO SHORT YEARS LATER, THE GROUP PREDICTS THAT THE PROBABILITY RANGE WILL INCREASE FROM ZERO TO 36%, AND FIVE YEARS LATER INCREASE TO 58%. IN ESSENCE, WHAT THE GROUP HAS SAID IS THAT, BARRING ANY ORGANIZED EFFORT BY LAW ENFORCEMENT AS A WHOLE TO TAKE A PRO-ACTIVE POSITION ON THE ASSURANCES AFFORDED UNDER-REPRESENTED GROUPS BY UNBIASED TESTING, THE COURTS WILL TAKE A STAND AND MAKE THE DECISION FOR LAW ENFORCEMENT. FURTHERMORE, IT WAS THE GROUP'S CONSENSUS THAT PERSONS WITH EVEN A CASUAL INTEREST IN THE AREAS OF AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY KNOW AS FACT THAT THE COURTS HISTORICALLY HAVE TAKEN A STERN AND UNWAIVERING APPROACH TO RECTIFY INEQUITIES IN ANY SOCIAL ISSUE WHICH DISCRIMINATES AGAINST ANY UNDER-REPRESENTED GROUP. THEIR ACTIONS HAVE BEEN SUPPORTED BY REAMS OF PREVIOUS CASE LAW, AS WELL AS THE FEDERAL CIVIL RIGHTS ACT OF 1968.

## EVENT #2 - PERSONNEL BOARDS REQUIRE ASSESSMENT CENTERS

IN COMPARING EVENT #2 WITH EVENT #1, THE GROUP OBVIOUSLY FELT, CONSIDERING THE 1992 DATE FOR PROBABILITY EXCEEDING ZERO, THAT PERSONNEL AUTHORITIES WITHIN CITIES, COUNTIES OR THE STATE GOVERNMENT WOULD NOT PROCEED THE COURT IN DETERMINING THAT ALTERNATE TESTING AND SELECTION PROCEDURES SUCH AS ASSESSMENT CENTERS NEED BE USED. IN FACT, THE PROBABILITY LEVELS IN ALL CATEGORIES, I.E., 1992 AND 1997, WERE SOMEWHAT LOWER THAN EVENT #1. IT IS INTERESTING TO NOTE HOWEVER THAT THE GROUP FELT THAT THE OVERALL IMPACT

WOULD BE SOMEWHAT GREATER SINCE PERSONNEL AUTHORITIES HAVE A CLOSER AND MORE BINDING RELATIONSHIP WITH HIRING AUTHORITIES THAN DO THE COURTS AND THERE IS A LESSOR DEGREE TO WHICH THE HIRING AUTHORITIES WOULD ATTEMPT LITIGATION TO MITIGATE THE EFFECT OF A PERSONNEL RULE THAN THAT OF A COURT DECISION. THE GROUP ALSO INCLUDED IN THE EVENT STATEMENT THAT THE REQUIREMENT FOR ASSESSMENT CENTERS WOULD BE FOR THOSE JOBS AT MANAGEMENT RANKS. GROUP MEMBERS EXPLAINED THAT THE ONE WEAKNESS OF THE ASSESSMENT CENTER PROCESS IS THAT IT IS NOT EQUIPPED TO HANDLE THE MASSIVE NUMBERS OF PERSONNEL TO BE TESTED THAT MORE TRADITIONAL METHODS ARE CAPABLE OF, THEREFORE, IT WOULD BE IMPRACTICAL TO PRE-SUPPOSE THAT THIS EVENT WOULD OCCUR AT THE ENTRY OR FIRST SUPERVISORY LEVELS BECAUSE OF THE SHEER NUMBERS OF CANDIDATES TO BE ADDRESSED. IN OTHER WORDS, THE RELATIVE SCARCITY OF MANAGEMENT POSITIONS IN ANY GIVEN LAW ENFORCEMENT AGENCY WHEN RELATED TO ITS TOTAL SIZE, GEARS THOSE MANAGEMENT POSITIONS TO THE ASSESSMENT CENTER PROCESS WHICH TYPICALLY IS DESIGNED TO HANDLE FROM ONE TO 40 CANDIDATES. INTERESTINGLY, THE GROUP ALSO OBSERVED THAT BECAUSE THE CONSEQUENCE OF ERROR IS GREATER WITH REGARD TO ORGANIZATIONAL STABILITY AND FINANCIAL LOSS IN THE MANAGEMENT RANKS, A MULTI-PHASE TESTING PROCESS SUCH AS THE ASSESSMENT CENTER PROCESS WITH ITS DOCUMENTED, COURT-TESTED VALIDITY MAKES IT IDEALLY SUITED TO MANAGEMENT RANK PROMOTIONAL EXAMINATIONS. IN FACT, SOME STUDIES HAVE SHOWN THE COST OF ONE DEMOTION OR TERMINATION AFTER INVALID TESTING AS HIGH AS \$19,000 PER EMPLOYEE. (YEAGER, 1976:42)

### EVENT #3 - ASSESSMENT CENTER PRE-REQUISITE FOR FEDERAL FUNDING

THE GROUP DISCUSSION ON THIS EVENT AREA BEGAN WITH AN EXPLANATION OF SOME OF THE FEDERAL REQUIREMENTS FOR AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY PLANS CURRENTLY IN EXISTENCE FOR THE RECEIPT OF FEDERAL

FUNDING. AND, AS IS WELL KNOWN, MANY LAW ENFORCEMENT AGENCIES IN CALIFORNIA DEPEND ON FEDERAL GRANTS OR OTHER FEDERAL FUNDING ALTERNATIVES FOR THE ESTABLISHMENT OF NEW AND INNOVATIVE LAW ENFORCEMENT PROGRAMS WHICH CANNOT OTHERWISE BE BUDGETED FOR UNDER MORE CONVENTIONAL FUNDING SOURCES. THE FEDERAL GOVERNMENT, SAID THE GROUP, HAS A TRADITIONAL AND HISTORICAL RECORD OF UTILIZING THE POWER OF THE DOLLAR, OR ITS ABSENCE, TO ENSURE THAT AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY GOALS ESTABLISHED BY FEDERAL ENTITIES ARE MET PRIOR TO RECEPTION OF FUNDS. THE GROUP FELT THAT A LOGICAL EXTENSION OF AA AND EEO PARAMETERS FROM HIRING AND STAFFING AS IS THE CURRENT CASE WOULD BE TOWARDS THE UPWARD MOBILITY PROGRAMS, I.E., TESTING AND SELECTION INTO THE MANAGEMENT RANKS BY UNDER-REPRESENTED GROUPS SUCH AS THE ETHNIC MINORITIES, WOMEN AND THE HANDICAPPED. THE LAW ENFORCEMENT REPRESENTATIVE OF THE GROUP BROUGHT THE POINT HOME BY EXAMPLE OF A FEDERAL GRANT PRE-APPROVED, BUT AS OF YET UNFUNDED BECAUSE OF A LAW ENFORCEMENT AGENCY'S FAILURE TO HAVE A DOCUMENTED AA AND EEO PLAN IN PLACE WHICH MEETS THE FEDERAL STANDARDS. AS STATED, THE GROUP FELT THAT THE LOGIC OF THIS SCENARIO COULD EASILY BE EXTENDED BY 1991 TO THE TESTING AND SELECTION PROCESSES. THE GROUP FURTHER PREDICATED THAT BY 1992, THE PROBABILITY WOULD GROW FROM ZERO TO 27% AND JUST FIVE YEARS LATER WOULD ALMOST DOUBLE TO 45%.

#### EVENT #4 - ASSESSMENT CENTERS NO LONGER USED

THE GROUP IDENTIFIED THIS EVENT AS ONE WHICH WOULD NOT ONLY ALTER THE COURSE OF ANY OF THE KEY TRENDS, BUT, IN FACT, REVERSE IT. FOR REGARDLESS OF COURT MANDATED CHANGES, PERSONNEL RULES, HISTORICAL TRENDS OR THE STANDARDIZATION OF TESTING FOR REASONS OF PROFESSIONALISM, A HARD COLD FACT IS THAT THE

AMOUNT OF RESOURCES IN THE FORM OF MANPOWER AND FUNDING OFTEN TIMES DELAYS OR, AT THE VERY LEAST, MARKS AS UNSUITABLE AN IDEA OR PROCESS WHICH HAS MERIT. THE GROUP FELT STRONGLY THAT IT IS A WELL DOCUMENTED FACT THAT ASSESSMENT CENTERS, GIVEN THEIR PROVEN PREDICTIVE VALIDITY, ARE THE MOST EXPENSIVE AND TIME CONSUMING TESTING PROCESSES AVAILABLE TODAY IN EITHER GOVERNMENT OR PRIVATE SECTOR COMPANIES. WHILE THERE IS A REALIZATION THAT TRADITIONAL TESTING METHODS ARE NOT PERFECT, THEY HAVE PROVED TO RENDER SOMEWHAT FUNCTIONAL RESULTS WHICH GIVE A FAIRLY CREDIBLE CANDIDATE POOL TO THE APPOINTING AGENCY IF STRUCTURED PROPERLY. THE GROUP STATED THAT THIS EVENT COULD HAVE A SHATTERING EFFECT ON MANY OF THE KEY TRENDS, BUT IT FELT THAT THE PROBABILITY DID NOT EXCEED ZERO FOR THIS EVENT OCCURRING UNTIL 1990, AND IN 1992 ONLY GAVE IT A 12.5% CHANCE OF OCCURRING. FIVE YEARS LATER, THAT PERCENTAGE HAD ONLY RISEN TO 18.7%. PUT MORE SIMPLY, THIS IS AN EVENT WITH AN EXCEPTIONALLY HIGH DEGREE OF IMPACT AND A SOMEWHAT LOW PROBABILITY OF OCCURRENCE. EVEN THOUGH THE PROCESS HAS A LIMITED CAPABILITY FOR OCCURRENCE, HOWEVER, A LIMITED INTERVIEW SURVEY OF 20 CALIFORNIA LAW ENFORCEMENT AGENCIES TO BE DISCUSSED LATER WILL SHOW THAT IT CAN AND HAS HAPPENED ON A LIMITED BASIS. (SEE ATTACHMENT #5)

#### EVENT #5 - BUDGET LIMITING PROPOSITIONS

THIS EVENT IS, TO SOME DEGREE, RELATED TO THE EVENT #4 IN THE AREA OF FINANCIAL CONSIDERATION AND IS FURTHER LINKED TO A GENERAL TREND OR ISSUE IN GOVERNMENT IN WHICH THE TAXPAYER, OFTEN TIMES IN A GRASS ROOTS METHOD, HAS SENT A STRONG MESSAGE TO GOVERNMENT AS A WHOLE THAT THE FUTURE HOLDS VERY DEFINITE SPENDING LIMITATIONS AT ALL LEVELS THROUGHOUT AGENCY DEPARTMENTS AND THEIR SPECIFIC PROGRAMS. THE GROUP FELT THAT FUTURE PASSAGE OF BUDGET LIMITING PROPOSITIONS SIMILAR TO THE PAST PASSAGE OF CALIFORNIA'S

PROPOSITION 13 AND PROPOSITION 4, AS WELL AS THE FEDERAL GRAHAM-RUDMEN INITIATIVE, WOULD HAVE A DEFINITE AND DEVASTATING EFFECT ON GOVERNMENT'S ABILITY TO EXERCISE INNOVATION AND GRADUAL IMPROVEMENTS IN THE TESTING AND SELECTION PROCESSES. ESPECIALLY WITH REGARD TO LAW ENFORCEMENT PROGRAMS WHEN BUDGET YEARS HAVE BECOME LEAN, THE TENDANCY HAS HISTORICALLY BEEN TO GIVE HIGHEST PRIORITY TO THOSE LIFE-CRITICAL OPERATIONAL PROGRAMS AND A MUCH LOWER PRIORITY TO PERSONNEL PROGRAMS SUCH AS TESTING AND SELECTION. WERE THIS EVENT TO OCCUR, WHICH THE GROUP PREDICTED AS EARLY AS 1989, INCREASED SPENDING FOR THE TESTING AND SELECTION PROCESS WOULD BE HIGHLY UNLIKELY AND WOULD, IN FACT, THROW US BACK TO THE SIMPLEST AND MOST EXPEDIENT PROCESS AVAILABLE SO AS TO PRESERVE THE REMAINING AVAILABLE FUNDING FOR LAW ENFORCEMENT AGENCIES OPERATIONAL PROGRAMS WHICH DIRECTLY EFFECT THE HEALTH AND SAFETY OF THE CITIZENRY OF ANY GIVEN GEO-POLITICAL SUBDIVISION. AGAIN, THE GROUP MESSAGE WAS THAT FUNDING, OR MORE PROPERLY THE LACK THEREOF, HAS A 49% CHANCE OF HAVING A DEVASTATING EFFECT ON THE WAY IN WHICH WE TEST AND SELECT POLICE MANAGERS BY THE YEAR 1997. THE COLLECTIVE GROUP ALSO STATED THAT IN TIMES OF BUDGETARY DEPRIVATION, LONG TERM GOALS SUCH AS THE PROFESSIONALISM OF LAW ENFORCEMENT, ELIMINATION OF THE CONSEQUENCE OF ERROR OF AN IMPROPER MANAGEMENT SELECTION, AND STANDARDIZATION TO PROMOTE LONG TERM SAVINGS WOULD BE SACRIFICED FOR SHORT TERM GAINS AND IMMEDIATE COST SAVINGS BY UTILIZATION BY A SIMPLE, EXPEDIENT AND INEXPENSIVE TESTING PROCESS SUCH AS THE PEN AND PAPER MULTIPLE CHOICE TEST.

### CROSS IMPACT ANALYSIS

ONCE THE GROUP HAD COMPLETED ITS LENGTHY DISCUSSIONS CONCERNING THE TREND DEVELOPMENT AND THE PROBABILITY ANALYSIS OF CRITICAL EVENTS, THE NEXT STEP WAS TO CONSTRUCT AND EVALUATE A CROSS IMPACT MATRIX WHICH WOULD MEASURE THE

EFFECT OF ONE EVENT TO ANOTHER, OR THE EFFECT OF AN EVENT ON VARIOUS TRENDS. AS DISCUSSED IN THE FOREGOING PARAGRAPHS, THE GROUP RECOGNIZED, JUST FROM THEIR DISCUSSION, THE INTER-RELATIONSHIP OF ONE EVENT TO ANOTHER OR ONE EVENT TO A TREND, HOWEVER, THE CROSS IMPACT MATRIX SERVED TO ELIMINATE A SIGNIFICANT AMOUNT OF SUBJECTIVITY IN CONSIDERING HOW ONE EVENT EFFECTS ANOTHER EVENT OR TREND. THE USE OF THE MATRIX, WHICH ALLOWS FOR A MATHEMATICAL QUANTIFICATION OF CROSS IMPACT, CONSTRUCTS THE FRAME WORK FROM WHICH WE CAN DRAW SOME CONCLUSIONS AND EVENTUALLY FORM THE BASIS FOR A FORECAST TO DEFINE THE FUTURE IN SEVERAL OF ITS ALTERNATIVE FORMS.

CROSS IMPACT MATRIX

Suppose that this event actually occurred with this probability

		How would the probability of the events shown below be affected?					TRENDS		
		E1	E2	E3	E4	E5	T1	T2	T3
5/ E1	58%		Increases to 90%	No Effect	Decreases to 0%	No Effect	Increases 35%	Increases 50%	Increases 100%
5/ E2	35%	No Effect 57%		No Effect	Decreases to 5%	No Effect	Increases 10%	Increases 20%	Increases 15%
5/ E3	45%	No Effect 58%	Increases to 45%		Decreases to 5%	Decreases to 30%	Increases 40%	Increases 35%	Increases 20%
3/ E4	18%	No Effect 58%	Decreases to 25%	No Effect 45%		No Effect	No Effect	Increases 20%	Decrease 5%
4/ E5	50%	No Effect 58%	Decreases to 20%	No Effect 45%	Increases to 55%		No Effect	Increases 50%	Increases 10%

- E1 - Courts require assessment center to eliminate bias.
- E2 - Personnel Boards require assessment centers above certain salary ranges.
- E3 - Assessment centers required to receive federal funds/grants.
- E4 - Assessment centers limited use due to costs/personnel required.
- E5 - More Proposition 13 type laws are passed.
- T1 - Demand for reduced sexual/ethnic bias.
- T2 - Increased use of regionalized testing.
- T3 - Increased involvement of the courts in test development/administration.

% of occurrence
58%
34%
45%
18%
50%

AFTER STUDYING THE CROSS IMPACT MATRIX AND FOLLOWING THE EVENT TO EVENT AND EVENT TO TREND MATCH-UPS IN EVENTS #1-#5, THE FOLLOWING OBSERVATIONS CAN BE MADE:

### CROSS IMPACT ANALYSIS

#### EVENT #1 - COURT DECISION

IF A CALIFORNIA SUPERIOR, APPELLATE OR SUPREME COURT DECISION WERE TO BE RENDERED WHICH REQUIRED THE USE OF MULTI-PHASE ASSESSMENT TESTING, THE PROBABILITY OF EVENT #2 OCCURRING (PERSONNEL BOARDS MAKING THE SAME REQUIREMENT) WOULD INCREASE TO 90% FROM APPROXIMATELY 58%. IN OTHER WORDS, IF THE COURTS WERE TO MANDATE THE USE OF ASSESSMENT CENTERS FOR PROMOTIONAL TESTING WITHIN THE MANAGEMENT RANKS, PERSONNEL AUTHORITIES WOULD HAVE LITTLE CHOICE BUT TO FOLLOW SUIT. A 10% VARIANCE WAS LEFT INTO THIS FIGURE IN THAT THOSE PERSONNEL ENTITIES COULD FILE FURTHER COURT APPEALS REGARDING THE CALIFORNIA COURT DECISIONS TO FEDERAL AUTHORITIES.

THE EVENT WOULD HAVE AN EFFECT OF DECREASING EVENT #4, WHICH INDICATES A LIMITED USE OF ASSESSMENT CENTERS BECAUSE OF COST TO A PROBABILITY OF ZERO SINCE NO MATTER WHAT THE COST, IF A COURT DECREES THAT ASSESSMENT CENTERS MUST BE UTILIZED, PUBLIC AGENCIES WOULD RISK CONTEMPT OF COURT IF THEY DID NOT COMPLY. MORE THAN LIKELY, A REPRIORITIZATION OF THE EXPENDITURE OF FUNDING WITHIN AN AGENCY WOULD OCCUR TO COMPLY WITH THE COURT ORDER. THE EVENT WILL HAVE A DRAMATIC EFFECT ON EVENT #1 (INCREASED DEMAND FOR TESTING WHICH ELIMINATES THE EFFECTS OF SEXUAL/ETHNIC BIAS) WHICH WAS RATED AT A VALUE OF 205 BY 1997. IT IS ESTIMATED THAT A COURT MANDATE IN THE FORM OF A DECREE OR ORDER WOULD INCREASE THE TREND VALUE ANOTHER 35%. BECAUSE OF THIS

MANDATE AS EXPRESSED IN EVENT #1, AND TO MITIGATE THE EFFECT OF INCREASED COSTS BY THE REQUIREMENT OF ASSESSMENT CENTER TESTING, TREND #2 WOULD BE IMPACTED TO INCREASE ANOTHER 50% (REGIONALIZED TESTING). FINALLY, THE OCCURRENCE OF EVENT #1 WOULD INCREASE BY 100% THE PROBABILITY OF TREND #3 CONTINUING, IN THAT EVENT #1 WOULD EVIDENCE THE TREND OF INCREASED COURT INVOLVEMENT IN TESTING, DEVELOPMENT AND ADMINISTRATION.

#### EVENT #2 - PERSONNEL BOARDS REQUIRE ASSESSMENT CENTERS

SHOULD PERSONNEL AUTHORITIES OF ANY GOVERNMENT SUBDIVISION REQUIRE THE USE OF ASSESSMENT CENTERS AT CERTAIN POSITION LEVELS, THERE WOULD BE NO EFFECT ON EVENTS #1 OR #3. EVENT #4, HOWEVER, WHICH IS THE MORE LIMITED USE OF ASSESSMENT CENTERS DUE TO COST FACTORS, WOULD DECREASE IN PROBABILITY TO 5% SINCE THE ORDER OR POLICY OF A PERSONNEL AUTHORITY IN GOVERNMENT IS SECOND ONLY TO A COURT DECREE ORDER OR MANDATE AS EXPRESSED IN EVENT #1. IT CARRIES A SIGNIFICANT AMOUNT OF WEIGHT IN DIRECTING THE TESTING PROCEDURES OF ANY PUBLIC AGENCY, THUS, COSTS WOULD BECOME A SMALLER FACTOR THAN IF EVENT #2 HAD NOT OCCURRED. FURTHER, TREND #2, THE INCREASED USE OF REGIONALIZED TESTING, WOULD INCREASE BY A FACTOR OF APPROXIMATELY 20%. AGAIN, TO MITIGATE THE INCREASED COST OF A POLICY STATEMENT REQUIRING THE USE OF ASSESSMENT CENTERS FOR MANAGEMENT PROMOTIONAL TESTING.

#### EVENT #3 - ASSESSMENT CENTER REQUIREMENT TO RECEIVE FEDERAL FUNDS

IF EVENT #3 OCCURRED, EVENT #2'S PROBABILITY OF OCCURRENCE WOULD INCREASE BY AN ADDITIONAL 45%. IT IS FELT THAT SHOULD THE FEDERAL GOVERNMENT REQUIRE ASSESSMENT CENTERS OR ANY OTHER TYPE OF REQUIRED PROCEDURE TO ADMINISTER THE RECEPTION OF FEDERAL FUNDING, GOVERNMENTAL PERSONNEL TESTING AUTHORITIES

WOULD COMPLY WITH FEDERAL REQUIREMENTS IN ORDER TO FACILITATE THE RECEIPT OF FUNDING FOR THE GOOD OF THE SPECIFIC AGENCY. MOST OFTEN, FEDERAL REQUIREMENTS OR LIMITATIONS WHICH ARE CONNECTED TO THE RECEIPT OF FUNDING ARE BROUGHT FORTH TO ENSURE QUALITY IN AREAS SUCH AS AFFIRMATIVE ACTION OR EQUAL EMPLOYMENT OPPORTUNITY. STATES HAVE HISTORICALLY FOLLOWED THE FEDERAL GUIDELINES IN THIS AREA AND WOULD CONTINUE TO DO SO. AGAIN, EVENT #4 WOULD BE DRAMATICALLY AFFECTED IN THAT ITS PROBABILITY OF OCCURRENCE WOULD DECREASE TO 5%. THE GROUP FELT ANY PLAN TO LIMIT OR ELIMINATE THE USE OF ASSESSMENT CENTERS WOULD ABRUPTLY BE ABANDONED IF IT MEANT THAT A GOVERNMENT ENTITY COULD LOSE BADLY NEEDED FEDERAL FUNDING IN A TIME OF LIMITED BUDGETARY ALLOTMENTS.

#### EVENT #4 - LIMITED USE OF ASSESSMENT CENTERS

IF EVENT #4 WERE TO OCCUR, EVENT #2'S PROBABILITY WOULD DECREASE BY 25%. IN OTHER WORDS, IF THERE WAS NO OVERRIDING MANDATE TO UTILIZE ASSESSMENT CENTERS AND THE COST FACTOR AND PERSONNEL REQUIRED WERE THE PRIMARY CONSIDERATIONS, PERSONNEL AUTHORITIES WOULD MORE THAN LIKELY LIMIT THE USE TO PRESERVE FUNDS FOR OTHER ORGANIZATIONAL NEEDS. THE PRIMARY EFFECT IN THE TREND AREA WOULD BE ON TREND #2 (INCREASED USE OF REGIONALIZED TESTING) SINCE A LIMITATION ON THE USE OF ASSESSMENT CENTERS MIGHT WELL SIGNAL A LOWER PRIORITY ON ADVANCEMENT OF THE TESTING PROCESS TECHNOLOGIES AND AN EMPHASIS ON SAVING MONEY BY POOLING RESOURCES WITH OTHER AGENCIES TO REGIONALIZE TESTING.

## EVENT #5 - BUDGET LIMITING PROPOSITIONS

IF EVENT #5 WERE TO OCCUR, EVENT #2'S CHANCE OF OCCURRENCE WOULD DECREASE TO 25%. AGAIN, THE CENTRAL ISSUE IS THE DECREASED FUNDING AVAILABLE AFTER CERTAIN LEGISLATIVE ENACTMENTS WHICH LIMIT FUNDING ARE PASSED. PERSONNEL AUTHORITIES DO NOT OPERATE IN A VACUUM AND MUST BE RESPONSIVE NOT ONLY TO THE COURTS AS NOTED IN THE EVENT STATEMENT FOR EVENT #1, BUT ALSO TO FISCAL CONSTRAINTS AS LISTED IN EVENT #5. WHEN FACED WITH A CHOICE BETWEEN THE TWO, HOWEVER, COURT MANDATES WILL ALWAYS TAKE PRECEDENCE AND MAY WELL INVALIDATE THE EFFECTS OF LEGISLATIVE MANDATES SUCH AS PROPOSITION 13, GRAHAM-RUDMEN OR OTHER BUDGET LIMITING LEGISLATION. TREND #2 WOULD BE THE MOST DRAMATIC OF THE TRENDS AFFECTED AND WOULD INCREASE IN PROBABILITY BY 50% SINCE, AGAIN, REGIONALIZED TESTING WOULD BE A LOGICAL SOLUTION TO BUDGET LIMITATIONS. AN EXTENSION OF THIS THEOREM OF REGIONALIZED TESTING ON A POSITIVE NOTE WOULD BE THE REQUIREMENT OF SISTER AGENCIES WITHIN A REGION TO STANDARDIZE THEIR TESTING AND SELECTION REQUIREMENTS IN ORDER TO ACCOMMODATE A REGIONALIZED TESTING PROCESS. SO, IN ESSENCE, ALTHOUGH THE GENERATING EVENT MAY HAVE A NEGATIVE CONNOTATION, ITS EFFECTS MAY WELL BE POSITIVE BY STANDARDIZING YET ANOTHER LAW ENFORCEMENT PROCESS IN CALIFORNIA.

## FORECASTING SCENARIOS

UTILIZING THE RESULTS OF THE NOMINAL GROUP TECHNIQUE, BRAINSTORMING, EVENT AND TREND ANALYSIS AND THE ANALYSIS OF THE CROSS IMPACT MATRIX, SCENARIOS WERE DEVELOPED TO EXAMINE THREE POSSIBLE FUTURES. THESE FUTURES VARY IN THEIR SCOPE AND DIRECTION AND ARE DEPENDANT UPON "ALLOWING" CERTAIN EVENTS TO OCCUR. THIS PROCESS GIVES THE LONG RANGE PLANNER ALTERNATE PLANS, OPTIONS AND CONTINGENCIES, DEPENDING ON WHICH OF THE FORECASTED EVENTS ACTUALLY DO OCCUR.

### SCENARIO #1 - DEMONSTRATION/NORMATIVE

THE YEAR IS 1991. YOU ARE A CAPTAIN WITH A MAJOR LAW ENFORCEMENT AGENCY IN CALIFORNIA. YOU ARE IN CHARGE OF THE ADMINISTRATIVE SERVICES DIVISION OF THE DEPARTMENT WHICH IS RESPONSIBLE FOR ADMINISTERING ALL PROMOTIONAL TESTS FROM ENTRY TO EXECUTIVE MANAGEMENT. TWO YEARS AGO, AS A LIEUTENANT IN CHARGE OF THE PLANNING AND RESEARCH UNIT, YOU FOUND YOURSELF IN THE CHIEF'S OFFICE BEING INVITED TO AN UPCOMING COUNTY CHIEFS MEETING WHEREIN ONE OF THE MAJOR TOPICS WAS TO BE THE INADEQUACY OF CURRENT TESTING METHODS BECAUSE OF THEIR POOR PREDICTIVE VALIDITY AND LACK OF STANDARDIZATION WHEN CHOOSING MANAGEMENT RANK PERSONNEL. YOUR CHIEF AT THAT TIME HAD ASKED YOU TO ACT AS A FACILITATOR FOR A BRAINSTORMING SESSION BETWEEN THE COUNTY CHIEFS TO COME UP WITH A PLAN FOR IMPROVING THE TESTING AND SELECTION PROCESS FOR POLICE MANAGERS. YOUR CHIEF HAS TOLD YOU THAT THE OTHER CHIEFS IN THE COUNTY, IN ORDER TO GAIN MORE FLEXIBILITY IN THE PROMOTION AND LATERAL TRANSFER OF POLICE MANAGERS, FEEL A GREAT NEED TO STANDARDIZE TESTING, BUT AT THIS POINT ONLY HAVE VAGUE IDEAS AS TO HOW TO ACCOMPLISH THIS GOAL. KNOWING THAT THE TRADITIONAL FORMS OF TESTING UTILIZED BY EACH DEPARTMENT WERE SPECIFIC TO

THAT DEPARTMENT'S NEEDS AND TESTED FOR KNOWLEDGE OF A SPECIFIC DEPARTMENT'S POLICIES, RULES AND OPERATING PROCEDURES, YOU HAD GRAVE DOUBTS AS TO WHETHER YOU COULD, AS A FACILITATOR, DO MUCH GOOD WITH THE CURRENT PROCESS. IN EVALUATING WHAT WOULD BE NECESSARY FOR A SUCCESSFUL MEETING, YOU RESEARCHED THE OPTIONS AVAILABLE TO YOU IN THE AREA OF ALTERNATIVES TO TRADITIONAL TESTING AND USED YOUR SKILLS AS A RESEARCHER AND PLANNER TO MEET WITH GOVERNMENT AND PRIVATE SECTOR CONSULTANTS IN THE TESTING AND SELECTION FIELD TO GAIN A GOOD BASE UNDERSTANDING OF AVAILABLE TESTING TECHNOLOGIES. AS A PART OF THIS, YOU DISCOVERED THE ASSESSMENT CENTER PROCESS USED BY A FEW AGENCIES IN THE STATE AND WERE INTRIGUED BY ITS CAPABILITIES, YET DISMAYED BY ITS COSTS. NONETHELESS, YOU PLANTED A SEED AT THE CHIEFS' MEETING WHICH, IN THE SPACE OF TWO HOURS, GREW INTO AN IDEA FOR FURTHER STUDY SUPPORTED BY THE MAJORITY OF THE CHIEFS.

BY THE END OF THE MEETING, SEEMINGLY BECAUSE OF YOUR NEWLY FOUND KNOWLEDGE OF ASSESSMENT CENTERS, YOU FOUND THAT THE DEMOCRATIC PROCESS WAS STILL ALIVE AND WELL IN GOVERNMENT SINCE YOU HAD BEEN "VOLUNTEERED" BY THE CHIEFS TO FORM A STUDY GROUP OF PLANNING AND RESEARCH MANAGERS WITHIN THE INVOLVED DEPARTMENTS TO STUDY THE FEASIBILITY OF DESIGNING AN ASSESSMENT CENTER PROCESS WHICH COULD MEET THE NEEDS OF ALL THE DEPARTMENTS, ALLOW FOR COST SHARING AND GREATER MANAGEMENT FLEXIBILITY IN THE SELECTION OF NEW POLICE MANAGERS.

YOU WERE SUCCESSFUL IN YOUR EFFORTS AND MANAGED IN THE SPACE OF A YEAR TO PUT A PROGRAM TOGETHER FOR THE REGIONAL ASSESSMENT CENTER TESTING OF ALL POLICE MANAGER CANDIDATES WITHIN THE COUNTY. LITTLE DID YOU KNOW YOU WOULD BE THE FIRST "VICTIM" OF THE PROCESS.

TODAY, HOWEVER, AS THE CAPTAIN IN CHARGE OF REGIONAL ASSESSMENT CENTER TESTING FOR THE COUNTY CHIEFS' COMMITTEE, YOU ARE IN THE INITIAL PREPARATION STAGE OF YOUR LATEST PROMOTIONAL ASSESSMENT CENTER FOR THE RANK OF LIEUTENANT. THIS AFTERNOON YOU WILL MEET WITH THE REGIONAL TESTING COMMITTEE TO FORM ESTIMATES OF THE CANDIDATE POOL SIZE, ANY NOTABLE CHANGES IN THE REQUIREMENTS BY THE MEMBER DEPARTMENTS FOR TEST COMPOSITION, AND ANY CHANGES SINCE THE LAST EXAMINATION IN THE CRITICAL TASKS OR DIMENSION AREAS TO BE TESTED. YOUR COMMITTEE, MADE UP OF A LABOR UNION REPRESENTATIVE, MANAGEMENT PERSONNEL FROM THE MEMBER DEPARTMENTS, AN AFFIRMATIVE ACTION OFFICER, A PERSONNEL ANALYST AND A SUPERIOR COURT-APPOINTED MONITOR MOVE SWIFTLY THROUGH THE ASSIGNED TASK AND ALLOW YOU TO BEGIN THE MECHANICS OF THE TESTING PROCESS. ALTHOUGH YOU WOULD LIKE TO TAKE FULL CREDIT FOR YOUR INITIAL IDEA COMING TO FRUITION, YOU HAVE BEEN ASSISTED BY A NUMBER OF EVENTS AND TRENDS YOU WERE ABLE TO IDENTIFY TWO YEARS AGO, SUCH AS THE INCREASED WORKLOAD ON ALL POLICE MANAGERS, DECREASING FUNDS BECAUSE OF RECENTLY PASSED BUDGET LIMITING LEGISLATION AND SEVERAL STATE-LEVEL COURT CASES, WHICH GREW OUT OF EMPLOYEE GRIEVANCES OVER THE OLD TESTING PROCESS. THIS RESULTED IN THE ASSIGNMENT OF A COURT-APPOINTED MONITOR TO THE ADVISORY COMMITTEE WHO REPORTS BACK TO THE COURT OF JURISDICTION ON YOUR REGION'S PROGRESS TO COMPLY WITH THE COURT ORDER WHICH STATES THAT THE REGION'S TESTING PROCESS MUST ELIMINATE SEXUAL/ETHNIC BIAS, HAVE AN ACCEPTABLE DEGREE OF PREDICTIVE VALIDITY, AND BE JOB RELEVANT.

THANKS TO YOUR PRIOR STUDY AND STANDARDIZATION OF THE CRITICAL TASKS THAT THE COUNTY CHIEFS HAVE AGREED UPON FOR THE RANK OF POLICE LIEUTENANT, YOU CAN NOW BEGIN THE MECHANICS OF YOUR ASSESSMENT CENTER PROMOTIONAL EXAMINATION BY CONTACTING PRIVATE SECTOR ASSESSMENT CENTER VENDORS WHO MAINTAIN INVENTORY LISTS OF ASSESSMENT CENTER EXERCISES DESIGNED TO MEASURE

SKILL LEVEL AND POTENTIAL FOR THE ABILITY TO COMPLETE ANY ONE OF A NUMBER OF CRITICAL TASKS. USING AN ALMOST CAFETERIA-STYLE APPROACH, YOU COMPARE THE CRITICAL TASK AREAS TO BE EXAMINED WITH AVAILABLE ASSESSMENT CENTER EXERCISES AND CHOOSE THE FIVE MOST APPROPRIATE TO YOUR CURRENT TESTING NEEDS. AFTER YOU HAVE RECEIVED THE VIDEO CASSETTES CONTAINING EACH EXERCISE, YOU HOLD A TEST VALIDATION MEETING WITH YOUR COMMITTEE, WHICH THIS TIME INCLUDES AS TESTING CONSULTANT FROM THE PEACE OFFICERS STANDARDS AND TRAINING COMMISSION. DURING THIS MEETING, YOUR EXERCISE PACKAGE IS VALIDATED BY YOUR COMMITTEE AND CERTIFIED BY THE POST CONSULTANT AS MEETING THE STATEWIDE CRITERIA FOR THE RANK OF POLICE LIEUTENANT.

EVEN THOUGH YOUR REGION IS A LARGE GEOGRAPHICAL AREA WITH A CANDIDATE POOL OF 75 SERGEANTS VYING FOR POSITIONS ON THE LIEUTENANT'S PROMOTIONAL LIST, YOU HAVE BEEN ABLE TO MINIMIZE THE COST OF ADMINISTERING AN ASSESSMENT CENTER WHICH TRADITIONALLY HAS BEEN AN EXPENSIVE PROCESS BY ALLOWING THE CANDIDATES TO PARTICIPATE IN THE ASSESMENT CENTER PROCESS VIA VIDEO SATELLITE LINK WHILE SEATED IN THE EXAMINATION ROOM AT THEIR OWN DEPARTMENT. SEATED AT YOUR CONSOLE IN THE REGIONAL TESTING FACILITY, YOU ARE ABLE TO ADMINISTER THE EXERCISE PORTIONS OF THE TEST TO 20 LAW ENFORCEMENT AGENCIES SIMULTANEOUSLY. THE ASSESSORS WHO WILL GRADE THE RESULTS OF EACH EXERCISE FROM EACH CANDIDATE NEED NOT SIT THROUGH THIS PROCESS AND EXPERIENCE THE FRUSTRATION OF TRYING TO GRADE 20 CANDIDATES SIMULTANEOUSLY. INSTEAD, THE RESPONSES OF EACH CANDIDATE TO THE VARIOUS EXERCISES IN THE ASSESSMENT CENTER ARE VIDEO TAPED AND RETURNED TO THE REGIONAL TESTING CENTER VIA SATELLITE LINK WHERE YOU HAVE STORED THEM ON LASER DISK FOR SUBSEQUENT SCORING. THIS ALLOWS A CONCENTRATED EFFORT ON THE PART OF THE ASSESORS TO VIEW THE CANDIDATE'S RESPONSE TO THE EXERCISES AND RE-RUN THEIR EXAMINATION, IF NECESSARY, FOR CLARIFICATION. ADDITIONALLY,

THEY ARE ABLE TO CROSS COMPARE THE RESPONSES FROM CANDIDATES FOR A MORE OBJECTIVE DETERMINATION OF THE RANK SCORING FOR THE PROMOTIONAL LIST. RATHER THAN RELYING ON THE ARCHAIC NOTE-TAKING METHOD THAT YOU FIRST UTILIZED IN THE ASSESSMENT CENTER PROCESS, THERE NOW EXISTS A HISTORIC AUDIO/VISUAL RECORD OF EACH CANDIDATE'S PERFORMANCE WHICH CAN BE REVIEWED BY THE APPROPRIATE PERSONNEL OR LEGAL AUTHORITIES IN THE EVENT OF A GRIEVANCE OF YOUR TESTING PROCEDURE OR ITS OUTCOME.

IN UTILIZING THE ASSESSMENT CENTER PROCESS, COMBINED WITH TECHNOLOGICAL ADVANCEMENTS, YOU HAVE MAXIMIZED THE EFFECTIVENESS AND VALIDITY OF THE TESTING PROCESS BY UTILIZING A MULTI-DIMENSION TESTING METHOD THAT CAN BE NUMERICALLY AND OBJECTIVELY SCORED IN A DOCUMENTED AND PRECISELY REVIEWABLE MANNER.

ONCE EACH OF YOUR TEN ASSESSORS HAVE ENTERED THEIR RESPECTIVE SCORES FOR EACH CANDIDATE'S PERFORMANCE IN EACH EXERCISE, YOU ARE ABLE TO UTILIZE THE SCORE-AVERAGING SOFTWARE IN YOUR AUTOMATED DATA BASE OF SCORES TO COMPILE THE COMPOSITE SCORE FOR EACH CANDIDATE AND STORE IT MAGNETICALLY ON THE VIDEO CASSETTE OF HIS PERFORMANCE. THE END RESULT IS A MULTI-AGENCY CANDIDATE POOL FOR THE RANK OF LIEUTENANT WHICH IS ENDORSED BY THE COURT, POST CERTIFIED AND DOCUMENTED VISUALLY, AUDIBLY AND NUMERICALLY. IN ADDITION, A CUMULATIVE RECORD OF ALL OF YOUR TESTING AND SELECTION EFFORTS IS MAINTAINED BY YOUR COMPUTERIZED DATA BASE, WHICH HAS ALSO BEEN PROGRAMMED TO STORE THE ANNUAL PERFORMANCE APPRAISAL REPORTS OF EACH CANDIDATE WHO IS SUBSEQUENTLY SELECTED FOR PROMOTION. YOUR DATA BASE WILL MAINTAIN THE INDIVIDUAL CANDIDATE FILE UNTIL SUCH TIME AS THE CANDIDATE NO LONGER HOLDS THE RANK FOR WHICH HE WAS TESTED AND SUBSEQUENTLY PROMOTED. YOU HAVE

THEREBY ADDITIONALLY CREATED A STATISTICAL DATA BASE WHICH TRACKS AND PROVIDES DOCUMENTATION FOR CHALLENGES TO YOUR TESTING PROCESS WITH REGARD TO ITS PREDICTIVE VALIDITY OF SUCCESS, IN GAUGING THE POTENTIAL AND SUBSEQUENT SUCCESS OF PERSONS PROMOTED BY ITS USE.

## SCENARIO #2 - SYSTEM CHANGE/HYPOTHETICAL

AS THE OWNER AND CHIEF CONSULTANT FOR ACU-TEST SYTEMS, TODAY IS ONE THAT YOU HAVE BEEN DREADING. THE FUTURE HAS BECOME THE PRESENT AND YOU ARE NOT AT ALL PLEASED WITH YOUR SURROUNDINGS OR SITUATION. THE DATE IS MARCH 12, 1997. YOUR SURROUNDINGS ARE THE OAK PANELS AND THINLY PADDED CHAIRS OF A FEDERAL COURTROOM. YOUR SITUATION IS SIMPLE - IT'S CALLED BANKRUPTCY. AFTER ALL THE HARD WORK AND YEARS OF TAKING A FLEDGING COMPANY THAT PIONEERED STREAMLINED PROCESSES FOR ADMINISTRATING WHAT WAS THEN A REVOLUTIONAIRY NEW TESTING PROCESS FOR MANAGEMENT POSITIONS, YOUR PROFESSIONAL AND FINANCIAL FATE SWINGS IN THE BALANCE OF PROFIT VERSUS DEBT.

THE REALITY OF THIS IS ALL TOO VIVID AS YOU SIT AT YOUR COUNSEL'S TABLE FACING THE JUDGE AND HEAR HIM READ OFF THE LIST OF DEBTS THAT YOU HAVE ACCUMULATED, ALL THE TIME THINKING THAT THIS YEAR WAS THE FIRST YEAR OF REAL PROFITABILITY AS THE MANAGEMENT RANKS OF BOTH PUBLIC AND PRIVATE SECTORS FINALLY ACCEPTED ASSESSMENT CENTERS AS THE NEW WAVE IN SELECTION. PERHAPS IT IS FEAR OF THE IMMANENT DECISION THAT WILL COME TODAY THAT DECLARES YOUR COMPANY BANKRUPT OR THE NECESSITY YOU FEEL TO GO OVER THE EVENTS OF THE RECENT PAST JUST ONE MORE TIME TO SEE IF YOU CAN FIGURE IT OUT, THAT CAUSES THE IMAGE OF THE JUDGE AND HIS OMINOUS POSITION AT THE BENCH IN FRONT AND ABOVE YOU TO BLUR SLIGHTLY WHILE HIS PRONOUNCEMENTS AND THE FAINT CLINKING OF THE STENOTYPE MACHINE TO FADE SLIGHTLY AND THEN DRIFT TO A PLACE THAT SOUNDS DISTANT.

THESE THREATS GONE, YOU LOOK BACK TO THE BEGINNING TRYING TO UNDERSTAND WHAT HAPPENED.

IT ALL SEEMED SO CERTAIN, SO POSITIVE IN 1987 WHEN YOU FIRST MADE THE COMMITMENT TO FUNNEL YOUR COMPANY'S RESOURCES EXCLUSIVELY INTO THE ASSESSMENT CENTER TESTING PROCESS AND ABANDON THE LIMITED PROGRAMS THAT STILL REMAINED IN YOUR COMPANY TO SERVICE THOSE COMPANIES OR PUBLIC AGENCIES WHO STILL REQUIRE WRITTEN CONVENTIONAL TESTS. ALMOST EVERYTHING POINTED TO THE POTENTIAL OF GROWTH FOR YOUR COMPANY AND SUCCESS FOR YOU BY DOING SO. YOU EVEN INVESTED ENOUGH RESOURCES IN THE FORM OF FUNDING AND PERSONNEL HOURS TO STUDY THE TRENDS THAT WERE EMERGING TO TRY AND GET A VISION OF WHAT THE FUTURE MIGHT BE LIKE IN THE WORLD OF TESTING AND SELECTION AT MANAGEMENT LEVELS.

FOR EXAMPLE, THE MANAGEMENT WORLD AT LARGE WAS CRYING OUT FOR A MORE EFFECTIVE WAY TO PREDICT WHO WOULD MAKE THE BEST MANAGER FROM THE VAST CANDIDATE POOL OF FIRST LINE SUPERVISORS. YOU AND YOUR STUDY GROUP ASKED YOURSELVES IF THERE WAS A WAY THAT YOU COULD GUARANTEE MANAGEMENT A DECREASE IN GRIEVANCES FILED AS A RESULT OF ETHNIC OR SEXUALLY BIASED TESTING PROCESSES. THE COURT DECISIONS YOU STUDIED POINTED TO THE FACT THAT ASSESSMENT CENTERS HAD ACTUALLY BEEN MANDATED BY SEVERAL STATE AND FEDERAL LEVEL COURTS AS THE WAY TO ACCOMPLISH THIS AND YOU EVEN USED IT AS AN ADVERTISING STRATEGY TO INCREASE YOUR CLIENT LIST. IT SEEMED AS THOUGH THE ASSESSMENT CENTER PROCESS WAS BEGINNING TO BE ACCEPTED AS A WAY TO USE ONE PROCESS TO MEASURE A MULTITUDE OF DIMENSIONAL SKILL QUALITIES. THE USE OF MULTIPLE RATERS, IT APPEARED, WOULD ALMOST ELIMINATE ANY POSSIBILITY OF FAVORITISM AND RANDOM SUBJECTIVITY FROM THE TESTING PROCESS. PROFESSIONAL ORGANIZATIONS IN MANAGEMENT, AND SPECIFICALLY IN LAW ENFORCEMENT, PUBLICLY ENDORSED THE ASSESSMENT CENTER PROCESS AND RECOMMENDED IT AS THE ACCEPTED MEANS FOR MANAGEMENT TESTING. THE POST COMMISSION HAD A PILOT PROJECT IN

STUDY TO DETERMINE IF IT WOULD GO SO FAR AS TO REQUIRE ASSESSMENT CENTERS AS A MEANS OF CERTIFYING POLICE MANAGERS FOR VARIOUS RANKS WITHIN DEPARTMENTS IN CALIFORNIA. PROMINENT ETHNIC AND FEMALE ADVISORY GROUPS WERE TOUTING THE PROCESS AS A LONG AWAITED ALTERNATIVE TO THE BUILT-IN BIAS OF CONVENTIONAL TESTING METHODS. IT ALL LOOKED PRETTY GOOD, IN FACT, VERY GOOD.

THE ONLY NAGGING DETAIL OR, "FLY IN THE OINMENT", WAS COST. IT WAS THE ONE HURDLE THAT YOU HAD TO JUMP BEFORE DECLARING YOURSELF AN UNQUALIFIED SUCCESS AT BEING "FIRST IN THE MARKET PLACE" AND AN INNOVATOR IN YOUR PROFESSION. BUT SURELY, YOU THOUGHT, WITH SO MUCH GOING FOR IT, THE ASSESSMENT CENTER PROCESS COULD EASILY BREAK THROUGH THE COST BARRIER. AFTER ALL, PEOPLE, COMPANIES AND PUBLIC AGENCIES ARE ALWAYS WILLING TO PAY FOR QUALITY.

FROM 1987 TO EARLY 1990, YOUR BUSINESS FLOURISHED. SERVICE CONTRACTS INCREASED FASTER BY THE MONTH AND THE EFFECT SEEMED ALMOST SYNERGISTIC AS THE REPUTATION FOR YOUR WORK PRODUCT AND PREDICTIVE VALIDITY SPREAD THROUGHOUT THE MANAGEMENT RANKS OF PRIVATE AND PUBLIC SECTOR AGENCIES. IN FACT, BUSINESS WAS SO GOOD THAT YOUR CURRENT CORPORATE RESOURCES WERE NOT EQUIPPED TO HANDLE THE VOLUME, AND GIVEN A CHOICE OF TURNING BUSINESS DOWN (ALWAYS BAD ETIQUETTE IN THE CORPORATE WORLD) YOU UTILIZED YOUR CREDIT RATING AND PERFORMANCE RECORDS AS WELL AS YOUR CORPORATE ASSETS AS COLLATERAL AND INDEBTED YOURSELF TO DRAMATICALLY INCREASE YOUR FACILITIES AND STAFF. IT WAS PHENOMENAL HOW YOU TRANSITIONED SO RAPIDLY AFTER YOUR FUNDING APPROVAL FROM THE LOAN AGENCY FROM A MID-SIZED COMPANY TO A LARGE ONE, AND AS YOU LOOK BACK ON IT NOW, IT WAS JUST AS PHENOMENAL THAT SHORTLY THEREAFTER THE VOTERS PASSED PROPOSITION 77, WHICH BECAME KNOWN IN THE MEDIA AS "THE TAXPAYERS REVOLT". SO OVERWHELMING WAS THE GRASS ROOTS SUPPORT FOR

THIS PROPOSITION THAT IT BECAME LAW WITHOUT OPPOSITION, FOR NO LEGISLATOR WITH ANY POLITICAL SENSE DARED GET IN ITS WAY.

ITS EFFECT ON GOVERNMENT WAS DISASTEROUS. FOR THIS PROPOSITION DID NOT, LIKE ITS PREDECESSORS, CALL FOR A CEILING ON GOVERNMENT GROWTH - IT ACTUALLY CALLED FOR A SLIGHT REDUCTION. EVEN WORSE THAN THE PROPOSITION, WAS THE KNEE JERK REACTION TO IT BY MOST PUBLIC SECTOR GOVERNMENT AGENCIES. THE TRICKLE DOWN EFFECT FROM STATE TO COUNTY TO CITY GOVERNMENT CAUSED THE FIRST LARGE SCALE LAYOFFS IN PUBLIC AGENCIES IN YEARS, AND AS YOU EXPECTED, THE CUTBACKS TO EXISTING DISCRETIONARY RESOURCES WERE HARSH AND IMMEDIATE. EVERY NEWS ARTICLE FOR MONTHS CARRIED "LEAN AND MEAN" BUDGET STORIES WOEFULLY SUNG BY THE PERSONS RESPONSIBLE FOR THE VARIOUS GOVERNMENT PROGRAMS. IN LAW ENFORCEMENT WHERE MOST OF YOUR BUSINESS WAS GENERATED, LIKE EVERYWHERE ELSE, FUNDING HAD TO BE REPRIORITIZED. BUT UNLIKE EVERYWHERE ELSE, PUBLIC SAFETY ISSUES AS ONE WOULD EXPECT, TOOK IMMEDIATE PRIORITY AND EVERYTHING THAT WASN'T ABSOLUTELY NEEDED WAS DROPPED. IT WAS ONLY TWO MONTHS UNTIL YOU WERE NOTIFIED THROUGH A CONTRACT TERMINATION, TO BE FOLLOWED OVER THE NEXT FEW MONTHS BY A SCORE MORE, THAT YOU WERE NO LONGER PART OF THE "ABSOLUTELY NECESSARY" PROGRAMS. THAT OUT OF COST SAVINGS, ALMOST ALL OF YOUR CLIENT AGENCIES REVERTED TO PREPRINTED, MULTIPLE CHOICE QUESTION TESTS FOR EVERY POSITION WITHIN THEIR DEPARTMENT THAT DEMANDED A STRUCTURED TESTING SYTEM.

WHAT SHOULDN'T HAVE HAPPENED DID. ONE EVENT OCCURRED AND PAINFULLY DISPLAYED TO YOU ITS CAPABILITY TO ALTER THE COURSE OF THE TRENDS THAT YOU LEARNED TO TRUST AS STRAIGHT LINE PROJECTIONS.

AS THE JUDGE COMES BACK INTO FOCUS, YOU ARE SOMEWHAT STARTLED BY HIS QUESTION, "SIR, DID YOU HEAR ME? ARE YOU ALL RIGHT?" EMBARRASSED, YOU REPLY "YES, YOUR HONOR, MY MIND MUST HAVE BEEN SOMEWHERE ELSE."

TWO MONTHS HAVE PASSED SINCE YOU HAD TO ENDURE TWO COURT APPEARANCES, MOUNDS OF LEGAL DOCUMENTS AND THE STRESS OF SEEING EVERYTHING YOU WORKED FOR NO LONGER EXIST. BY TRYING TO REBUILD, YOU THINK YOU'VE NAILED DOWN, OF ALL THINGS, A JOB WITH THE STATE PERSONNEL BOARD IN THE TESTING AND SELECTION OFFICE. BECAUSE OF YOUR EDUCATION, EXTENSIVE EXPERIENCE AND PROFESSIONAL REPUTATION AS A CONSULTANT AND AUTHOR, YOU HAVE FOUND YOURSELF IN THE RUNNING FOR A CAREER EXECUTIVE APPOINTMENT POSITION WITHIN STATE GOVERNMENT AT A FAIRLY HIGH LEVEL. ALL YOU HAVE TO DO IS PASS THE TEST. THERE IN THE WAITING ROOM OF THE STATE PERSONNEL BOARD YOU WAIT FOR YOUR NAME TO BE CALLED. ONLY A FEW MINUTES AFTER YOUR ASSIGNED APPOINTMENT TIME, THE EXAMINATION PROCTOR CALLS YOU INTO A SMALL ROOM AND BEGINS THE LITANY RECITED BEFORE ENDLESS NUMBERS OF STATE TESTS, "PLEASE OPEN THE PACKAGE SITTING IN FRONT OF YOU. YOU ARE ABOUT TO TAKE AN EXAMINATION FOR A JOB WITH THE STATE GOVERNMENT. THIS IS A MULTIPLE CHOICE WRITTEN TEST WITH 100 QUESTIONS. IT IS DESIGNED TO ASSESS YOUR CAPABILITY AND POTENTIAL AS AN EMPLOYEE WITH THE STATE OF CALIFORNIA. YOU HAVE TWO HOURS. GOOD LUCK." YOU SUPPRESS THE URGE TO PINCH YOURSELF, HOPING YOU ARE DREAMING. YOU'RE NOT.

### SCENARIO #3 - SLICE OF TIME/EXPLORATORY

YOU ARE THE POLICE CHIEF OF A MODERATE SIZED DEPARTMENT IN THE CENTRAL PART OF CALIFORNIA. IT IS 0750 HOURS ON JULY 7, 1997. IN ABOUT TEN MINUTES YOUR DEPARTMENT'S VERY FIRST ASSESSMENT CENTER WILL START. HOPEFULLY, THE RESULT WILL BE A LIST OF CANDIDATES FOR THE POSITION OF CAPTAIN WITHIN YOUR DEPARTMENT AND ONE OTHER POLICE DEPARTMENT NEAR BY. IT SEEMS AS THOUGH ITS BEEN A LONG ROAD TO GET THIS FAR IN A TESTING PROCESS THAT'S BEEN AROUND NOW FOR QUITE SOME TIME, BUT ONLY SINCE THE MID-80'S HAS IT REALLY BEGUN GAINING POPULARITY AND A LOT OF ATTENTION IN THE PROFESSIONAL PERSONNEL JOURNALS. "ASSESSMENT CENTERS" THEY CALLED THEM. THE TERM SOUNDED SO EASY, CLEAN, UNINVOLVED, POSITIVE AND ACCURATE. WELL, IT WAS NONE OF THOSE THINGS EXCEPT ACCURATE, AND FOR THE REMAINDER OF THE CATEGORIES MENTIONED, IT WAS ALMOST THE OPPOSITE.

IT WAS FUNNY, TOO, HOW THIS SITUATION CAME TO PASS, ESPECIALLY IN LIGHT OF THE FACT THAT YOU DIDN'T ACTIVELY PURSUE IT BECAUSE YOU REALLY WEREN'T THAT SURE THAT YOU DIDN'T LIKE THE OLD TESTING PROCESS. AFTER ALL, YOU'D BEEN PROMOTED UNDER IT AND IT SEEMS AS THOUGH YOU'VE DONE A GOOD JOB FOR THE LAST EIGHT YEARS. AS YOU SIP YOUR MORNING COFFEE, WAITING FOR 8:00 SO YOU CAN WELCOME THE NEW CANDIDATES TO THE ASSESSMENT PROCESS, YOU REFLECT FOR JUST A FEW MOMENTS ON THE COURSE OF EVENTS THAT BROUGHT YOU TO THE POINT YOU ARE THIS MORNING. IT ALL STARTED, OR SEEMED TO, WITH A "ROUTINE" CALL FROM YOUR BUDGET AND GRANT REQUEST ANALYST AT OJCP (OFFICE OF CRIMINAL JUSTICE PLANNING) WHO CALLED TO SAY THAT APPROVAL ON THE GRANT REQUEST YOU RECENTLY MADE FOR FEDERAL MONEY WOULD BE HELD UP UNTIL THE OJCP COULD REVIEW YOUR AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY PLAN AS PER THE CURRENT FEDERAL GUIDELINES. AFTER YOU SENT IT TO THEM, THE SECOND CALL WAS EVEN

MORE DISTRESSING. YOUR AA/EEO PLAN WAS OKAY EXCEPT THAT IT DID NOT CONTAIN ANY INFORMATION ON THE CURRENT TESTING METHODS YOU UTILIZE TO ENSURE THAT ETHNIC BIAS IS NO LONGER A PART OF THE PROCESS, AS IT HAD BEEN FOUND TO BE THE CASE IN CONVENTIONAL TESTING METHODS. YOUR REPLY, OF COURSE, WAS THAT YOU STILL USE THE SAME CONVENTIONAL TESTING METHODS. YOU TOLD OCJP THAT YOU WOULD LOOK FOR SOME ALTERNATIVES FOR TESTING AND SOMEHOW CONVINCED THEM TO GO AHEAD WITH YOUR GRANT REQUEST. JUST DAYS LATER, AS YOU STOOD IN THE PERSONNEL OFFICER'S OFFICE TALKING ABOUT NEW TESTING PROCEDURES AVAILABLE WHICH HAVE LESS OF A CHANCE OF ETHNIC BIAS BUILT INTO THEM AND MORE OF A CHANCE OF PREDICTIVE VALIDITY, THE ASSESSMENT CENTER PROCESS WAS BROUGHT UP FOR THE FIRST TIME. IT SOUNDED SO EASY, BUT AS THE PERSONNEL OFFICER EXPLAINED, THEY WERE VERY DIFFICULT, TIME CONSUMING AND EXPENSIVE TO CONTEND WITH, BUT GENERALLY GAVE EXCELLENT RESULTS. THEN CAME THE CITY COUNCIL MEETING WHERE YOU PRESENTED THE PLAN AND THE CHANCE OF MANY POTENTIAL PROBLEMS WITH FEDERAL FUNDING IF CONVENTIONL TESTING WERE LEFT IN PLACE IN YOUR DEPARTMENT. IN PRINCIPLE, THE MAYOR AND THE COUNCIL SUPPORTED YOUR PLAN, BUT TOLD YOU THAT IT WAS FLATLY TOO EXPENSIVE AND, UNLESS YOU COULD COME UP WITH SOME DIFFERENT ALTERNATIVES TO MITIGATE THE COST, YOU WERE NOT GOING TO GO INTO THE ASSESSMENT CENTER BUSINESS. WHAT ALTERNATIVES, YOU MUMBLED TO YOURSELF AS YOU LEFT THE COUNCIL CHAMBERS, KNOWING FULL WELL THAT LEAVING THE CURRENT, OUTDATED PROCESSES IN PLACE COULD COST YOU MUCH MORE THAN WHAT THE COUNCIL HAD THE CAPACITY TO REALIZE AT THIS TIME.

AND JUST WHEN YOU THOUGHT THAT MONEY WAS THE ONLY THING YOU WERE GOING TO HAVE TO DEAL WITH TO CONVINCING SOMEONE THAT ASSESSMENT CENTERS WERE THE WAY TO GO, YOU RECEIVED A TELEPHONE CALL FROM THE PRESIDENT OF THE CITY/COUNTY PEACE OFFICERS ASSOCIATION WHO EXPRESSED SOME REAL HESITATION ABOUT DEPARTING FROM ANY TRADITIONAL POLICE TESTING PROCEDURE THAT HAD BEEN

PREVIOUSLY ENDORSED. THE POA PRESIDENT HAD HEARD A LOT OF "BAD" THINGS ABOUT ASSESSMENT CENTERS, INCLUDING A RUMOR THAT YOU WERE CONSIDERING USING ONE FOR ALL MANAGEMENT POSITIONS. OF COURSE, WHEN YOU ASKED WHY THIS CONCERNED THE PRESIDENT OF THE POA SINCE NONE OF HIS MEMBERS WERE CANDIDATES FOR CAPTAIN, HIS REPLY WAS THAT ALL OF HIS MEMBERS WERE POTENTIAL CANDIDATES FOR CAPTAIN AND OF SECONDARY CONCERN WAS THAT OFTEN TIMES THESE NEW PROCESSES STARTED AT THE TOP AND WORKED THEIR WAY DOWN, AND EVENTUALLY THE PEACE OFFICER MIGHT BE VICTIMIZED BY THIS NEW PLAN THAT WAS NOT ENDORSED BY THE POA. AND THEN TO END THE CONVERSATION, JUST A SMALL THREAT THAT YOU MIGHT GET AWAY WITH IT THIS YEAR, BUT IF THE POA DID NOT LIKE THE RESULTS OF THE TEST OR THE WAY IN WHICH IT WAS ADMINISTERED, REGARDLESS AT WHAT RANK STRUCTURE, IT WOULD BE A PART OF THE BARGAINING PROCESS AT NEXT YEAR'S CONTRACT NEGOTIATIONS.

THIS PROMPTED A QUICK TRIP TO THE CITY ATTORNEY'S OFFICE FOR YOU AND THE BEGINNING OF SOME LEGAL RESEARCH ON THE PART OF THE CITY ATTORNEY. AT A SECOND MEETING A WEEK LATER, THE CITY ATTORNEY INFORMED YOU, "I DON'T CARE WHAT THAT IDIOT WHO RUNS THE POA SAYS, THE CASE LAW IS BECOMING CLEARER EACH TIME A TESTING AND SELECTION DECISION COMES OUT OF THE COURTS. TRADITIONAL TESTING IS IN THE PROCESS OF DYING AT THE HANDS OF THREE MAJOR FORCES) AFFIRMATIVE ACTION, JOB RELATEDNESS, AND PREDICTIVE VALIDITY. THE OLD TRADITIONAL TESTS JUST CAN'T PROVE ANYMORE THAT THEY CAN'T HAVE THOSE THREE THINGS, AND EVEN THE COURTS HAVE SEEN THAT ASSESSMENT CENTERS CAN DO THOSE THINGS." "CHIEF, " SAYS THE CITY ATTORNEY, "IN MY MIND YOU REALLY HAVE NO CHOICE. IF YOU WANT TO BE AS SAFE AS YOU CAN POSSIBLY BE, YOU'D BETTER USE ASSESSMENT CENTERS."

ON YOUR WAY TO THE BUDGET OFFICE YOU TRY TO SORT IT OUT IN YOUR MIND, BUT IT GETS EVEN MORE CONFUSING. LET'S SEE, "THE MAYOR SAYS ITS A GREAT IDEA, BUT UNLESS I GIVE HIM SOME ALTERNATIVES, FORGET IT - ITS TOO EXPENSIVE. CCJP SAYS I BETTER USE IT (ASSESSMENT CENTERS) OR I DON'T GET ANY MORE MONEY. THE UNION SAYS IF I DO USE IT, I'M LIBLE TO INCUR THEIR WRATH. THE CITY ATTORNEY SAYS IF I DON'T, I'LL GET IN TROUBLE WITH THE COURTS. I CAN'T WAIT TO HEAR WHAT MY BUGET MAN SAYS."

COMPLETELY DUG IN AND SET FOR THE BAD NEWS AS YOU SIT ACROSS FROM THE BUDGET OFFICER'S DESK, YOU'RE QUITE SURPRISED TO HEAR AN ALTERNATIVE PLAN THAT HE'S THOUGHT OF AFTER CONSULTING WITH THE BUDGET OFFICER FROM ANOTHER CITY NOT TOO FAR FROM YOUR OWN. THE MAGIC WORD IS "REGIONALIZE". YOUR BUDGET OFFICER EXPLAINS THAT, ALTHOUGH NOT AN EXPERT IN ASSESSMENT CENTERS, HE DOES KNOW THAT IN ANY NEW PROCESS THERE ARE ALWAYS CERTAIN START-UP COSTS THAT MUST BE INCURRED NO MATTER HOW BIG OR HOW SMALL THE PLAN. IF YOUR AGENCY AND ANOTHER POLICE AGENCY WITH A SIMILAR NEED CAN BE IDENTIFIED TO FORM A SORT OF PARTNERSHIP, AT LEAST FOR THE PURPOSES OF TESTING, YOU CAN SHARE THE START UP OR OVERHEAD COSTS AND MAXIMIZE THE BENEFITS TO BOTH DEPARTMENTS. ALL YOU HAVE TO DO AGREE ON IS THE AMOUNT TO SPEND, HOW TO PRORATE THE PAYMENT AND WHETHER OR NOT THE NEED STATEMENT AND QUALIFICATION OF CANDIDATES FOR EACH DEPARTMENT IS GENERIC ENOUGH TO BE INTERCHANGEABLE.

ARMED WITH THIS, YOU THEN WENT BACK TO THE PERSONNEL OFFICER, WHO HAD ALREADY TALKED TO THE BUDGET OFFICE BY THE TIME YOU WALKED IN THE DOOR. THE PERSONNEL OFFICER, A LADY OF GREAT EXPERIENCE IN THE "LABRYNTH" OF PERSONNEL MANAGEMENT, HAD THREE WORDS TO START THE CONVERSATION - "HIRE A CONSULTANT".

"ASSESSMENT CENTERS," SHE STATED "ARE EXCEPTIONALLY SPECIALIZED, DIFFICULT, TIME CONSUMING AND PRODUCTIVE PROCESSES. IF WE UTILIZE THE SERVICES OF A CONSULTANT, AT LEAST FOR THE FIRST TIME, WE WILL BE ABLE TO LEARN THE PROCESS AS WE GO THROUGH IT AND THEN SAVE A GREAT DEAL BY HAVING A GOOD KNOWLEDGE FROM WHICH TO BUILD OUR OWN PROCESSES IN THE FUTURE, NOT ONLY WITH THE POLICE DEPARTMENT CAPTAIN'S TEST, BUT OTHER CITY DEPARTMENTS AT VARIOUS LEVELS."

EVEN THE POST CENTER FOR EXECUTIVE DEVELOPMENT HAS SHOWN SOME INTEREST IN YOUR PROJECT, WHICH NOW SEEMS TO BE GAINING MOMENTUM. THEY CALLED AND ASKED IF YOU WOULD COOPERATE WITH THEM IN ALLOWING A POST OBSERVER IN THE ASSESSMENT CENTER AND THEN A POST LONG-TERM STUDY TO FOLLOW EXACTLY WHAT HAPPENS TO THE PERSONS PROMOTED AS A RESULT OF THE PROCESS IN ORDER TO ASSESS SOME LONG-TERM PREDICTABILITY UTILIZING THIS PROCESS.

AS YOU LOOK BACK ON IT NOW, AND IT'S ALMOST 8:00, IT SEEMS FUNNY HOW A PROCESS WHEREIN DIFFERENT FACTIONS APPEAR TO BE PULLING YOU IN TWO DIRECTIONS AT ONCE SOMEHOW CHANGE TO ONE OF ORDER AND ALMOST A LOGICAL SEQUENCE OF EVENTS THAT LEAD TO THE PROCESS YOU ARE ABOUT TO START TODAY. OH SURE, YOU TELL YOURSELF, MOST OF THE FACTIONS, OR STAKEHOLDERS AS SOME PEOPLE CALL THEM, STILL DON'T TOTALLY AGREE WITH EACH OTHER ON WHAT WE OUGHT TO BE DOING OR WHY, BUT THROUGH UTILIZING A NUMBER OF PROCESSES, YOU HAVE BEEN ABLE TO NEGOTIATE A POSITION WHICH HAS ALLOWED YOU TO ENTER INTO THIS NEW TYPE OF TESTING PROCESS AND YOU ARE HOPING THAT IT IS SUCCESSFUL FOR A NUMBER OF REASONS. IT CERTAINLY COULDN'T HURT YOUR CITY'S REPUTATION BECAUSE ITS BEEN DONE SO SELDOM IN OTHER PLACES AND YOU HAVE DECIDED TO DO IT BEFORE A COURT MANDATE FORCES YOU TO. YOU THINK YOU HAVE "SEEN THE HANDWRITING ON THE WALL" WITH THE AVAILABILITY OF FEDERAL FUNDINGS, AS WELL

AS THE INCREASED DEMAND BY THE ETHNIC AND SEXUAL GROUPS TO BE REASSURED THAT BIAS WILL NO LONGER BECOME A PART OF ANY PRESENT OR FUTURE TESTING PROCESS.

AS YOU WALK TO THE ORIENTATION ROOM FOR THE CANDIDATES WHO ARE ABOUT TO BEGIN THIS NEW TESTING PROCESS, YOU FEEL COMFORTABLE WITH THIS THOUGHT - THAT WHILE THINGS MAY OCCUR THAT YOU HAVE NOT YET PLANNED FOR OR NOT YET BUDGETED FOR, YOU REALLY WON'T BE SURPRISED IN THE TRUEST SENSE OF THE WORD BECAUSE YOU HAVE LEARNED TO EXPECT CHANGE AND ALTERATION AS ONE CRITICAL EVENT EFFECTS ANOTHER OR ALTERS THE COURSE OF A TREND. YOU ALSO KNOW, THOUGH, THAT THERE ARE FEW THINGS THAT CAN OCCUR OR BEGIN TO OCCUR THAT YOU, WITH PROPER PLANNING, NEGOTIATION AND STRATEGIC SKILLS CANNOT HAVE SOME EFFECT ON. SO UTILIZING A COMBINATION OF YOUR KNOWLEDGE OF TREND AND EVENT ANALYSIS, THE USE OF SUBJECT AREA EXPERTS AND YOUR OWN ABILITIES TO DEAL WITH CHANGE AND REMAIN FLEXIBLE, YOU ADOPT A "NO SURPRISE" ATTITUDE ABOUT THIS PROCESS. WITH GREAT CONFIDENCE, YOU ENTER THE ROOM OF 30 ANXIOUS PROMOTIONAL CANDIDATES TO CALMLY DESCRIBE THE GENESIS OF THIS NEW IDEA IN LAW ENFORCEMENT TESTING THAT HAS COME TO YOUR CITY. AS YOU BRIEFLY SPEAK TO THE TRANSITION PLAN AND THE AMOUNT OF RESOURCES AND STUDY THAT HAVE GONE INTO THIS PROCESS, YOU SEE THAT THE GROUP IS VISIBLY CALMED BY YOUR EFFORTS. IN TWO YEARS, YOU THINK TO YOURSELF, AFTER THIS CANDIDATE POOL IS RANK ORDERED, SOMEONE GETS PROMOTED AND EITHER SUCCEEDS OR FAILS AS A MANAGER, YOU WILL ACTUALLY KNOW IF ALL THIS WORKED AND WHAT WE MUST DO TO CHANGE IT SO THAT WE CAN BE SURE IT DOES WORK EACH AND EVERY TIME. THIS IS PARTICULARLY IMPORTANT TO YOU AS A POLICE EXECUTIVE BECAUSE YOU WANT TO PLAN FOR THE FUTURE SO THAT YOU CAN IDENTIFY ALTERNATIVES AND ACT ON THEM, RATHER THAN BE HIT BY SURPRISES AND REACT TO THEM.

## POLICY CONSIDERATIONS

WHILE EACH OF THE THREE SCENARIOS IN THIS STUDY CREATED A SEPARATE VISION OF WHAT THE FUTURE SELECTION PROCESS WILL BE FOR POLICE MANAGERS, THEY ARE NOT MUTUALLY EXCLUSIVE. THAT IS, SOME OF THE TREND/EVENT DATA FROM ONE SCENARIO MIGHT CREEP INTO ANOTHER, AS WOULD SOME OF THE NEW TECHNOLOGIES THAT NEED TO BE DEVELOPED TO IMPROVE THE TESTING AND SELECTION PROCESS.

SCENARIO #3 WAS SELECTED AS THE "MOST LIKELY" SITUATION THAT WOULD BE IN PROGRESS 10 YEARS FROM THE WRITING OF THIS STUDY. FURTHER, SCENARIO #1 HAS ALL THE EARMARKS OF AN EXTENSION OF SCENARIO #3 PERHAPS 10-20 YEARS IN THE FUTURE.

OF PRIMARY IMPORTANCE, HOWEVER, IS THAT SCENARIO #3 POINTS TO THE IMPORTANCE OF THE PROPER ANALYSIS OF THE TREND AND EVENT DATA, AS WELL AS THE MANAGEMENT OF HIGHLY DIVERSIFIED GROUPS TO THE POINT WHERE A DESIRED FUTURE CAN BE OBTAINED. POLICY CONSIDERATIONS THEN MUST NECESSARILY BE DEVELOPED IN ADVANCE OF ANY REALISTIC STRATEGIC MANAGEMENT SO THAT A PROPER ENVIRONMENTAL ANALYSIS, NEGOTIATION AND IMPLEMENTATION TECHNOLOGIES CAN BE DEVELOPED TO ENSURE AN ORDERLY AND SUCCESSFUL PHASE-IN OF A FUTURE DESIRED STATE. UTILIZING SCENARIO #3, A NUMBER OF POLICY CONSIDERATIONS WERE DEVELOPED TO ASSIST TODAY'S LAW ENFORCEMENT LEADERS IN IDENTIFYING THOSE TRENDS OR EVENTS WHICH WERE EITHER POSITIVE IN NATURE OR COULD BE USED IN A POSITIVE MANNER TOWARDS THE ABOVE STATED GOALS. THOSE CONSIDERATIONS WERE AS FOLLOWS:

1. CALIFORNIA LAW ENFORCEMENT SHOULD ESTABLISH SUB-COMMITTEES THROUGH THE VARIOUS PROFESSIONAL ORGANIZATIONS SUCH AS CPOA, IACP, CAL SHERIFFS AND CAL

CHIEFS WITH A SPECIFIC JOB OF IDENTIFYING FUTURE TRENDS AND EVENTS WITH REGARD TO THE TESTING AND SELECTION PROCESS. RESULTS OF FUTURE STUDIES IN THIS SUBJECT AREA SHOULD BE PRESENTED TO THE GROUP'S GENERAL MEMBERSHIP TO BEGIN LAYING THE GROUND WORK FOR A CONSENSUS ENDORSEMENT OF THE CHOSEN TESTING AND SELECTION PROCESS.

2. LAW ENFORCEMENT SHOULD UTILIZE THE SERVICES OF PERSONNEL MANAGEMENT EXPERTS FROM THE PRIVATE SECTOR, AS WELL AS ASSESSMENT CENTER CONSULTANTS TO MAKE SURE THAT ANY STUDY IN THIS AREA IS DONE IN THE MOST INTELLIGENT FASHION.

3. EITHER PRIVATE LEGAL COUNSEL OR PUBLIC SECTOR LEGAL COUNSEL SUCH AS THE ATTORNEY GENERAL'S OFFICE, CITY ATTORNEY OR COUNTY COUNSEL SHOULD BE CONSULTED FOR A THOROUGH ASSESSMENT OF THE LEGAL ISSUES THAT AFFECT THE TESTING AND SELECTION PROCESS.

4. LAW ENFORCEMENT SHOULD GIVE SERIOUS CONSIDERATION TO REGIONALIZING ITS TESTING EFFORTS, ESPECIALLY IF THE ASSESSMENT CENTER PROCESS IS ADOPTED AS ANY KIND OF A NORM OR STANDARD FOR MANAGEMENT LEVEL POSITIONS IN ORDER TO SAVE MONEY AND TIME. THIS HAS BEEN DONE IN THE PAST AND CURRENTLY WITH REGARD TO THE PEACE OFFICER ACADEMIES WHICH HAVE POST APPROVAL AND YET ARE REGIONALIZED SERVING A NUMBER OF AGENCIES WITH SIMILAR NEEDS.

5. THROUGH CURRENT SUPERVISORY TRAINING COURSES HELD BY LAW ENFORCEMENT AGENCIES, AS WELL AS MANAGEMENT TRAINING COURSES, FAMILIARIZATION BRIEFINGS SHOULD BE GIVEN NOW SO THAT THE TERM "ASSESSMENT CENTER" IS NOT FRIGHTENING, FOREIGN OR UNFAMILIAR TO THE POLICE MANAGER OF THE FUTURE AS HE BEGINS THE TESTING PROCESS. AGAIN, ANY EFFORTS TO REGIONALIZE THIS TRAINING WOULD

PROBABLY SERVE LAW ENFORCEMENT WELL. COUNTY CHIEFS ASSOCIATIONS WOULD PROBABLY MAKE AN EXCELLENT FORUM FOR THE PLANNING PORTION OF ANY SUCH TRAINING EFFORT IN A REGIONALIZED WAY.

6. A STATE LEVEL STUDY EFFORT SPONSORED BY THE PEACE OFFICERS STANDARDS AND TRAINING COMMISSION AND STAFFED BY A GROUP OF EXPERTS THAT IS MULTI-DISCIPLINARY IN NATURE, I.E., PERSONNEL, AFFIRMATIVE ACTION, LABOR RELATIONS, LAW ENFORCEMENT, BUDGET ANALYSIS AND TESTING AND SELECTION EXPERTS, SHOULD BE CHARTERED AND GIVEN THE RESPONSIBILITY FOR PRODUCING AN ISSUE PAPER WHICH WOULD GIVE AN INDEPTH ANALYSIS OF THE OVERALL FEASIBILITY OF ASSESSMENT CENTERS OR OTHER TESTING METHODS AS MANAGEMENT PROMOTIONAL TOOLS.

## OBJECTIVE #2

### STATEMENT

THE SECOND PROPOSED OBJECTIVE IN THIS INDEPENDANT STUDY PROJECT WILL BE TO DEVELOP AND IMPLEMENT A STRATEGIC MANAGEMENT PLAN WHICH MAY WELL INCLUDE STRATEGIC DECISION MAKING, STRATEGIC PLANNING AND FURTHER EXAMINATION OF THE POLICY CONSIDERATIONS MENTIONED PREVIOUSLY. BECAUSE STRATEGIC MANAGEMENT IS A PROCESS IN WHICH MANY OF THE METHODS OCCUR IN AN OVERLAPPING WAY, EACH OF THE THREE PREVIOUS MENTIONED PROCESS SEGMENTS IDENTIFIED WERE NOT CONSIDERED AS LINEAR PARTS OF AN EQUATION OR STAND ALONE PARTS OF AN OVERALL OBJECTIVE. THE INTERMINGLING OF STRATEGIC DECISION MAKING, PLANNING AND POLICY CONSIDERATIONS IS PURPOSED TO PRODUCE A STRATEGIC PLAN WHICH WILL BRIDGE THE GAP FROM AN ANALYSIS-DEFINED PRESENT TO A SCENARIO-DEFINED FUTURE.

### METHODS; IDENTIFICATION

IN ORDER TO THINK STRATEGICALLY WHEN MAKING DECISIONS OR PLANNING AND WHILE FORMING POLICY CONSIDERATIONS, THE FOLLOWING METHODS WERE UTILIZED IN THIS PROJECT TO FACILITATE THE END RESULT OF THE OBJECTIVE, I.E., THE FORMULATION OF A STRATEGIC PLAN. THEY ARE AS FOLLOWS:

1. STRATEGIC ASSUMPTION AND SURFACING TECHNIQUES (SAST)
2. CAPABILITY ANALYSIS

3. SITUATION MISSION EXECUTION ADMINISTRATIVE CONTROL (SMEAC)

4. NEGOTIATION STRATEGIES AND CONFLICT MANAGEMENT

METHODS: IMPLEMENTATION

STRATEGIC PLAN

## STRATEGIC PLAN

### INTRODUCTION

ONE OF THE MAJOR POINTS IN WRITING THE THREE PRECEEDING SCENARIOS WAS TO ILLUSTRATE THAT THE FUTURE IS A SYSTEM OF CHANGING VARIABLES AND RARELY AN EITHER/OR, BLACK AND WHITE, OR "ALL OR NONE" ENVIRONMENT. THE FUTURE, MADE UP OF COMBINATIONS OF MATURED TRENDS AND EVENTS, CONTAINS A GOOD DEAL OF CIRCUMSTANCE WHICH CAN BE CONTROLLED BY SOMEONE WITH A PLAN - A STRATEGIC PLAN. ONE THAT CAN ACCOMMODATE ALL THE ISSUES AND PEOPLE IN THE ENVIRONMENT, WITHSTAND THE RIGORS OF TRANSITION AND THE BUMPY LANDINGS IN IMPLEMENTATION. TO ROUGHLY PARAPHRASE PETER DRUCKER (1974), "THE RELEVANT QUESTION IS NOT SIMPLY WHAT WE SHALL DO TOMORROW, BUT RATHER WHAT WE SHALL DO TODAY IN ORDER TO GET READY FOR TOMORROW". THE FOLLOWING STRATEGIC PLAN AND ITS RELATED PROCESSES ARE DESIGNED TO HELP MEMBERS OF A GOVERNMENT ORGANIZATION MATCH THEIR OBJECTIVES AND CAPABILITIES WITHIN THE TESTING AND SELECTION PROCESS TO THE DEMANDS OF A FUTURE ENVISIONED ENVIRONMENT. THE END RESULT WILL BE AN ACTION PLAN WHERE OJECTIVES ARE ACHIEVED.

### SITUATION

#### ENVIRONMENT

WHEN LOOKING AT THE FIVE KEY TRENDS AND KEY EVENTS IDENTIFIED AND PRIORITIZED DURING THE NOMINAL GROUP TECHNIQUE PORTION OF THIS STUDY, IT BECAME READILY APPARENT THAT THE DEVELOPMENT OF AN ASSESSMENT CENTER TYPE PROCESS TO MORE EFFECTIVELY IDENTIFY CANDIDATES FOR PROMOTION IS A HIGH

PRIORITY ITEM, NOT ONLY WITH LAW ENFORCEMENT AND THE PUBLIC, BUT THE COURTS AND VARIOUS SPECIAL FUNCTION GROUPS. IN SUMMARY, THE FIVE KEY TRENDS AND KEY EVENTS ARE:

### TRENDS

1. INCREASING WORKLOAD - THE IDEA THAT IN THE FUTURE, MANAGEMENT RANK EMPLOYEES IN POLICE AGENCIES WILL BE EXPERIENCING A DEFINITE UPSWING IN WORKLOAD WITH A DECREASE IN THE AMOUNT OF FUNDING FOR LAW ENFORCEMENT ADMINISTRATION AND OPERATIONS.
2. TESTING - AN INCREASED DEMAND FOR TESTING WHICH ELIMINATES THE EFFECTS OF SEXUAL OR ETHNIC BIAS.
3. THE COURTS - INCREASING INVOLVEMENT OF THE STATE AND FEDERAL COURTS IN THE MAKE UP AND ADMINISTRATION OF PROMOTIONAL TESTING.
4. REGIONALIZED TESTING - INCREASED USE OF REGIONALIZED TESTING (COUNTIES) BY LAW ENFORCEMENT AGENCIES TO STANDARDIZE QUALITY AND SHARE COSTS.
5. POST - POST PLAYS A MORE DOMINATE AND REGULATORY ROLE IN THE DEVELOPMENT OF LAW ENFORCEMENT PROMOTIONAL EXAMS AND ENSURES THEIR STANDARDIZATION BY A POST MANDATED CERTIFICATION PROCESS.

### CRITICAL EVENTS

1. A CALIFORNIA COURT DECISION REQUIRING THAT MULTI-PHASE ASSESSMENT

CENTER TESTING BE IMPLEMENTED TO ELIMINATE RACIAL AND SEXUAL OR CULTURAL BIAS IN POLICE AGENCIES.

2. CITY, COUNTY OR STATE PERSONNEL BOARDS OR AUTHORITIES REQUIRE ASSESSMENT CENTERS ABOVE SUPERVISORY SALARY RANGES TO INCLUDE ALL MANAGEMENT LEVELS.

3. THE USE OF THE ASSESSMENT CENTER PROCESS IS A PRE-REQUISITE FOR MANAGEMENT LEVEL PROMOTIONS PRIOR TO RECEIPT OF FEDERAL FUNDINGS OR GRANT MONIES.

4. ASSESSMENT CENTERS ARE NO LONGER USED BECAUSE OF LACK OF FUNDING AND OVERSIZED CANDIDATE POOLS AS DEPARTMENTS GROW LARGER.

5. BUDGET LIMITING PROPOSITIONS SIMILAR TO PROPOSITION 13 (GANN/JARVIS) BECOME LAW.

THESE TRENDS AND EVENTS FORECASTED BY THE NGT GROUP OF SUBJECT AREA EXPERTS FORMS THE BASIS THEN FOR ENVIRONMENT AND SPECIFIC ACTS WITHIN THE ENVIRONMENT FOR WHICH WE MUST STRATEGICALLY PLAN. TREND AND EVENT STATEMENTS FURTHER SUPPORTED BY A LITERATURE SEARCH IN THIS SUBJECT AREA HAVE SHOWN THAT THE COURTS ARE MORE THAN WILLING TO ACT AS THE STRATEGIC PLANNERS FOR POLICE AGENCIES SHOULD WE FOOLISHLY DECIDE TO SHIRK OUR RESPONSIBILITIES FOR STRATEGICALLY PLANNING OUR OWN FUTURE.

BUT THE SHEER GOODNESS OR EFFICIENCY OF A TESTING PRODUCT SUCH AS ASSESSMENT CENTERS OR CONVENTIONAL TESTING METHODS IS NEVER ENOUGH TO DETERMINE THE SUCCESS OR FAILURE OF A PLAN TO USE SUCH DEVICES. THE SUCCESS OR FAILURE OF ANY PROCESS IS DEPENDANT UPON A MULTIPLICITY OF FACTORS IN THE ENVIRONMENT

OR ORGANIZATIONAL SITUATION. IN THE CASE OF A GOVERNMENT AGENCY, NOT ONLY MUST ITS EMPLOYEES AND MANAGEMENT BE CONVINCED OF THE ADVANTAGES OF A GIVEN PLAN, BUT ALSO THE CONTROL AGENCIES WHICH REIGN OVER SUCH THINGS AS EXPENDITURES OF FUNDS, MOVEMENT OF REAL ESTATE RESOURCES, AND PURCHASE OF ALMOST EVERYTHING MUST BECOME CONVINCED. ALSO, THE CALIFORNIA STATE LEGISLATURE, IN THE CASE OF STATE AGENCIES, HAS A GREAT DEAL TO SAY ABOUT STRATEGIC PLANNING IN GENERAL AND THE PARTICULAR GOINGS ON IN ANY GIVEN STATE AGENCY. FOR EXAMPLE, THE LEGISLATURE, THROUGH A NEW GOVERNMENT CODE SECTION, HAS RECENTLY CHANGED THE CRITICAL TASKS AND RATING CRITERIA FOR MANAGERS IN STATE GOVERNMENT.

FOR PURPOSES OF THIS STRATEGIC PLAN AND IN ORDER TO MAKE THE PLAN AND ITS APPLICATION TO AN AGENCY REALISTIC, THE AUTHOR CHOSE TO UTILIZE THE CALIFORNIA DEPARTMENT OF JUSTICE AS HIS MODEL AGENCY FOR WHICH THE STRATEGIC PLAN WOULD BE DESIGNED.

WHILE THE DEPARTMENT IS STAFFED WITH WELL OVER 3,000 TOTAL PERSONNEL, ITS SWORN PEACE OFFICER PERSONNEL IS LIMITED TO APPROXIMATELY 350, THE EQUIVLENT OF A MODERATE SIZED POLICE DEPARTMENT. WITH THE EXCEPTION OF THE PATROL AND JAIL FUNCTIONS OF LOCAL POLICE OR SHERIFFS' DEPARTMENTS, THE STATE DEPARTMENT OF JUSTICE SPECIAL AGENT PERSONNEL COMPLETE MANY JOB TASKS THAT ARE SIMILAR TO THOSE OF THEIR BROTHER OFFICERS IN CITY AND COUNTY GOVERNMENT. THE MAJOR DIFFERENCE, HOWEVER, IS THAT JURISDICTION OR AREA OF RESPONSIBILITY IS THE ENTIRE STATE OF CALIFORNIA AS OPPOSED TO A SINGLE SMALLER POLITICAL SUBDIVISION. THE DEPARTMENT IS EXTREMELY PROGRESSIVE WHEN IT COMES TO THE USE OF COMPUTERIZED WORD PROCESSING EQUIPMENT AND REMOTE ACCESS MAIN FRAME COMPUTERS TO ENHANCE OFFICE AUTOMATION. THE DEPARTMENT ALSO UTILIZES THE VERY BEST IN INVESTIGATIVE AND PERSONAL SAFETY EQUIPMENT

FOR ITS PEACE OFFICER PERSONNEL, YET APPARENTLY LINGERS SOMEWHERE NEAR THE EDGE OF THE "DARK AGES" OF TESTING UNDER THE AUSPICES OF THE STATE PERSONNEL BOARD, WHICH MAINTAINS A REGULATORY CONTROL OVER SUCH MATTERS. ONLY RECENTLY, HOWEVER, HAS THE STATE DEPARTMENT OF JUSTICE BEEN GRANTED SOME DECENTRALIZED TESTING AUTHORITY WHEREIN OTHER FORMS OF TESTING CAN BE EXPERIMENTED WITH IF THEIR VALIDITY CAN BE PROVEN IN ADVANCE.

THE DEPARTMENT IS CURRENTLY IN A MAJOR GROWTH PERIOD AND, AS A PART OF THAT GROWTH, HAS ADDED APPROXIMATELY AN ADDITIONAL 50% TO ITS SWORN PEACE OFFICER RANKS. THIS WILL REQUIRE AN INCREASE IN ALL PHASES AND LEVELS OF TESTING, UP TO AND INCLUDING MANAGEMENT RANKS. DEPARTMENT OF JUSTICE MANAGEMENT HAS RECENTLY GIVEN A DEVELOPMENTAL ASSESSMENT CENTER TO ALL OF ITS SWORN FIRST LINE SUPERVISORS WHICH APPEARS TO HAVE SET THE STAGE AT SOME TIME IN THE NEAR FUTURE FOR THE FIRST MANAGEMENT PROMOTIONAL TESTING ASSESSMENT CENTER FOR THE DEPARTMENT.

HOWEVER, TO ASSIST ONE IN IDENTIFYING WHETHER OR NOT THE ORGANIZATION IS ACTUALLY CAPABLE OF SWITCHING TO AN ASSESSMENT CENTER PROCESS FOR MANAGEMENT LEVEL PROMOTIONAL TESTS, A CAPABILITY ANALYSIS RATING IN THREE SEPARATE PARTS WAS ADMINISTERED TO THE NGT GROUP USED THROUGHOUT THIS STUDY (SEE ATTACHMENTS 6 - 7A). THROUGH COMPLETION OF THOSE INSTRUMENTS, IT BECAME READILY APPARENT THAT AT LEAST ACCORDING TO THE GROUP, THE LEADERS OF THE DEPARTMENT OF JUSTICE WERE READY FOR CHANGE TO SOME MODERATE DEGREE, AND WERE SUPERIOR OR AT LEAST BETTER THAN AVERAGE IN MOST AREAS IN THEIR CAPABILITY TO HAVE THE RIGHT ENVIRONMENT FOR CHANGE. OVERALL, FROM THE INSTRUMENT'S CUMULATIVE RESULTS, IT APPEARED TO THE GROUP THAT THE DEPARTMENT OF JUSTICE, WITH REGARD TO THE TESTING AND SELECTION OF MANAGEMENT PERSONNEL, WOULD SEEK FAMILIAR CHANGE OR, AT BEST, ADAPT TO MINOR

CHANGES IN THE CURRENT PROCESSES. IN OTHER WORDS, CHANGE IS ACCEPTABLE AS LONG AS IT IS GRADUAL AND NOT A CAUSE FOR GREAT SURPRISE TO UPPER LEVEL MANAGEMENT. ON A MORE POSITIVE NOTE, HOWEVER, THE DEPARTMENT HAS RECENTLY DEVELOPED A PLANNING AND ANALYSIS UNIT WHICH IS PURPOSED TO PROJECT THE DEPARTMENT AT LEAST FIVE YEARS INTO THE FUTURE IN MOST OPERATIONAL AREAS TO DETERMINE WHAT FUTURE NEEDS WILL BE. THE PREVAILING MANAGEMENT STYLE OF THE ENFORCEMENT SECTIONS WITHIN THE DEPARTMENT CAN BE CHARACTERIZED AS "MANAGEMENT WHICH SUPPORTS INNOVATION ASSISTED BY RISK TAKING IN ORDER TO ACHIEVE EXCELLENCE". IN THIS TYPE OF ENVIRONMENT WITH AN ACCEPTABLE LEVEL OF CHANGE CAPABILITY READINESS, ONE COULD EXPECT TO TAKE ACTION TO CHANGE OR IMPROVE THE TESTING AND SELECTION PROCESS OF POLICE MANAGERS AND HAVE SOME CHANCE OF BUILDING A FUTURE THAT IS MANAGEABLE AND ACCEPTABLE.

### STAKEHOLDER IDENTIFICATION AND ANALYSIS

BEFORE LEAPING INTO THE IMPLEMENTATION OF ANY STRATEGIC PLAN WHICH IS DESIGNED TO CHANGE A MAJOR PROCESS WITHIN AN ORGANIZATION SUCH AS TESTING AND SELECTION, THOSE GROUPS OF PEOPLE WHO HAVE AN INTEREST IN THE OUTCOME OF ANY STRATEGIC PLAN WITHIN THE ORGANIZATION MUST BE IDENTIFIED, AS WELL AS THEIR ASSUMED POSITION ON THE ISSUE AT HAND. THESE PERSONS OR GROUPS, KNOWN AS "STAKEHOLDERS" USUALLY HAVE ONE OR MORE OPINIONS CONCERNING THE DEVELOPMENT OF A STRATEGIC PLAN TO CHANGE ANY PROCESS AND EITHER THE POLITICAL, ECONOMICAL OR SOCIOLOGICAL CLOUT TO SIGNIFICANTLY IMPACT WHAT THE DESIGN OR OUTCOME OF A STRATEGIC PLAN WILL BE. IT IS THEREFORE ESSENTIAL AND CRITICAL THAT THOSE GROUPS BE IDENTIFIED EARLY ON IN THE PROCESS AND THEIR UNDERLYING ASSUMPTIONS BE CHARTED.

THE STUDY GROUP USED THROUGHOUT THIS PROJECT WAS ASKED TO GENERATE A LIST OF STAKEHOLDERS AND SOME BASIC ASSUMPTIONS WITH REGARD TO THE ISSUE OF THE SELECTION OF POLICE MANAGERS. THIS LIST WAS COMPILED AS IT APPLIES TO THE CALIFORNIA DEPARTMENT OF JUSTICE. HOWEVER, THE STAKEHOLDER GROUPS, AS ONE CAN SEE, FOR THE MOST PART ARE GENERIC ENOUGH TO BE APPLIED TO ANY MODERATE SIZED POLICE DEPARTMENT IN CALIFORNIA. THE STUDY GROUP WAS ASKED TO GENERATE A LIST OF STAKEHOLDERS AND DID SO (SEE ATTACHMENT #8). THE GROUP WAS THEN ASKED TO PICK 10-12 OF THE STAKEHOLDERS WHO, IN THE GROUP'S OPINION, FORMED THE "POWER BASE" NECESSARY TO BRING THE ISSUE AREA TO COMPLETION SHOULD THEIR SUPPORT BE ASSURED.

WHAT FOLLOWS IS A LIST OF THE STAKEHOLDERS AND AN ANALYSIS OF THEIR ASSUMPTIONS IN THE OPINION OF THE GROUP.

1. POST (PEACE OFFICER STANDARDS AND TRAINING COMMISSION) -
  - A. HAS USED ASSESSMENT CENTERS FOR MANAGEMENT PROMOTIONS AND WILL ENCOURAGE THEIR USE WITH OTHER LAW ENFORCEMENT AGENCIES.
  - B. WOULD INFORMALLY LOBBY CPOA AND CAL CHIEFS' MEMBERSHIP TO ACCEPT ASSESSMENT CENTERS AS THE BEST MANAGEMENT SELECTION PROCESS.
  - C. WOULD INTERNALLY EXAMINE THE FEASIBILITY OF ADOPTING REGULATIONS WHICH WOULD BIND POLICE AGENCIES TO AN ASSESSMENT CENTER PROCESS FOR POST CERTIFICATION.
  - D. WOULD ACTIVELY GIVE SUPPORT IN THE FORM OF EXPERTISE, REFERENCE MATERIALS OR REFERRALS TO TESTING CONSULTANTS.

2. AFFIRMATIVE ACTION/EEO OFFICERS -

A. WOULD SUPPORT THE USE OF ASSESSMENT CENTERS.

B. WOULD USE THE OCCURRENCE TO FURTHER ASSAIL TRADITIONAL TESTING AS HAVING BUILT-IN BIAS.

3. POLICE CHIEFS -

A. MAY ADOPT A "WAIT AND SEE" ATTITUDE BEFORE UTILIZING ASSESSMENT CENTERS IN THEIR OWN AGENCIES.

B. WILL NOT SUPPORT UNLESS COST FACTORS CAN BE MITIGATED SO THAT ASSESSMENT CENTERS ARE NOT DRAMATICALLY MORE EXPENSIVE THAN TRADITIONAL TESTING.

C. SEEK MATERIALS FROM OTHER AGENCIES WHO HAVE ALREADY USED THE ASSESSMENT PROCESS FOR STUDY.

4. CITY COUNCILS/COUNTY BOARDS/OTHER FUNDING UNITS -

A. WOULD INITIALLY OPPOSE USE OF ASSESSMENT CENTERS DUE TO INCREASED COSTS.

B. AT SOME POINT WOULD CALL FOR SOME FORM OF TESTIMONY ON ASSESSMENT CENTERS BEFORE MAKING A FINAL DECISION OR POLICY STATEMENT.

C. NEED TO BE EDUCATED ON THE TESTING PROCESS IN GENERAL.

5. LABOR RELATIONS OFFICERS -

A. WOULD IMMEDIATELY SUPPORT BECAUSE ASSESSMENT CENTERS ARE MUCH MORE LEGALLY DEFENSIBLE IN GREIVANCE PROCEDURES AND ADVERSE ACTION HEARINGS.

B. WOULD ACT AS A SALESMAN FOR THE DEPARTMENT WITH OTHER GOVERNMENT REGULATORY AGENCIES WITH REGARD TO THE VALIDITY AND DEFENSIBILITY OF THIS TESTING PROCESS.

6. TESTING AND SELECTION UNITS -

A. INITIALLY WOULD RESIST THE USE OF ASSESSMENT CENTERS DUE TO A DRAMATICALLY INCREASED RESOURCE COMMITMENT AND WORKLOAD IN ADMINISTERING THE ASSESSMENT CENTER EVEN WITH A PRIVATE CONSULTANT.

B. WOULD ATTEMPT TO RESTRICT THE USE OF ASSESSMENT CENTERS TO ONLY THE VERY HIGHEST MANAGEMENT RANKS TO LIMIT THE SIZE OF THE CANDIDATE POOL.

C. WOULD EVENTUALLY ACCEPT ASSESSMENT CENTERS AS OTHER UNITS USING THE PROCESS WILL SHARE THE COST/WORKLOAD.

7. PROMOTIONAL CANDIDATES -

A. INITIALLY WOULD RESIST THE EFFORT TO MOVE TO AN ASSESSMENT

CENTER TESTING PROCESS DUE TO ANXIETY AND LACK OF KNOWLEDGE ABOUT THE PROCESS.

B. EVENTUALLY WOULD ACCEPT THE PROCESS WITH SKEPTICISM UNTIL THE FIRST PROMOTIONAL LIST WAS VALIDATED.

C. EVENTUALLY WOULD ACCEPT THE PROCESS BECAUSE IT ELIMINATES BIAS OR FAVORITISM.

8. PRIVATE PERSONNEL CONSULTANTS -

A. WOULD WHOLEHEARTEDLY ENDORSE THE PROCESS FOR OBVIOUS REASONS OF MORE BUSINESS FOR THEIR FIRMS.

B. BECAUSE THEY FEEL AN HONEST CAPABILITY AS TESTING AND SELECTION PROFESSIONALS TO ASSIST IN A STANDARDIZED REASONABLE AND CAUTIOUS APPROACH TO DEVELOPING ASSESSMENT CENTERS FOR MANAGEMENT RANK PROMOTIONS.

C. WOULD COUNSEL AGAINST MOVING TOO FAST AT MULTIPLE LEVELS IN THE RANK STRUCTURE.

9. PORAC -

A. WILL INITIALLY RESIST THE USE OF ASSESSMENT CENTERS AND SEE IT AS ALMOST A HARASSMENT TECHNIQUE BY UPPER MANAGEMENT.

B. WILL EVENTUALLY SUPPORT ONCE THEY FIND THAT ASSESSMENT CENTERS

RESULT IN LOWER REJECTION ON PROBATION, ADVERSE ACTION AND GRIEVANCE RATES.

10. ETHNIC/WOMEN'S ADVISORY GROUPS -

A. WILL WHOLEHEARTEDLY SUPPORT THE USE OF ASSESSMENT CENTERS THROUGHOUT THE PROCESS DUE TO THEIR HISTORICALLY NON-BIASED EVALUATION BASE LEVEL.

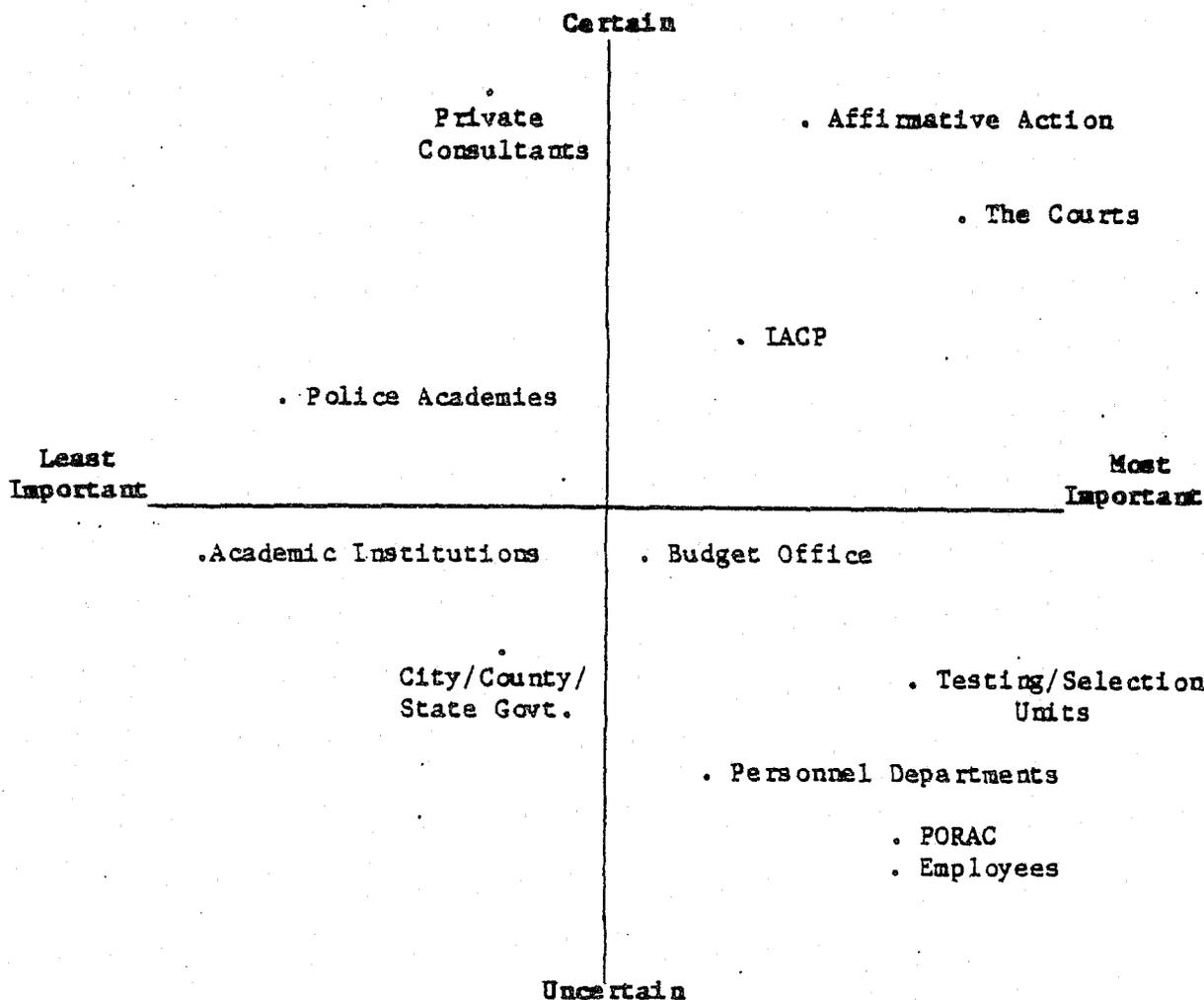
11. ACADEMIC INSTITUTIONS -

A. AFTER STUDY, WILL ACCEPT AND SUPPORT THE USE OF ASSESSMENT CENTER PROCESSES WITHIN LAW ENFORCEMENT AGENCIES FOR MANAGEMENT PROMOTIONAL TESTING.

B. WOULD MOST PROBABLY OFFER THEIR SUPPORT AND ACADEMIC SKILLS IN EVALUATING USE OF THE PROCESS SINCE THEY WILL, AT SOME POINT, BE REQUIRED TO TEACH THE PROCESS AS A PART OF POLICE MANAGEMENT COURSES IF IT IS ADOPTED IN FULL.

THE GRAPH ON THE FOLLOWING PAGE WILL SHOW EACH STAKEHOLDER'S POSITION IN RELATION TO THE CERTAINTY OR UNCERTAINTY OF THEIR ASSUMED POSITION AND THE AMOUNT OF IMPORTANCE PLACED ON EACH STAKEHOLDER OR STAKEHOLDER GROUP.

STAKEHOLDER'S MAP



INTERPRETATION

THE NUMBERS REPRESENT TWELVE STAKEHOLDERS. EACH COULD IDENTIFY AN INDIVIDUAL, A GROUP OF IDENTIFIED INDIVIDUALS; A CRITERIA-DETERMINED CONSTITUENCY WHERE THE NUMBER OF PERSONS INVOLVED IS NOT KNOWN OR NOT CRITICAL.

THE "MAP" COULD REFLECT AN INDIVIDUAL JUDGEMENT, OR AVERAGED EVALUATIONS OF A DEFINED GROUP. VERTICAL POSITION INDICATES CERTAINTY OF ASSUMPTION AND HORIZONTAL POSITION INDICATES IMPORTANCE OF STAKEHOLDER IN CRITICAL MASS.

## STAKEHOLDER ANALYSIS

STAKEHOLDER POSITIONS IN THIS GROUP ARE DISTRIBUTED SOMEWHAT EVENLY, HOWEVER, IT IS INTERESTING TO NOTE THAT THOSE STAKEHOLDERS THAT REPRESENT GROUPS WHICH ARE SOCIAL CHANGE MECHANISMS, LEGAL MECHANISMS OR REGULATORY MECHANISMS APPEAR IN THE CERTAIN AND MOST IMPORTANT CATEGORIES. MANY OF THE SUPPORT FUNCTIONS APPEAR IN THE MOST IMPORTANT YET UNCERTAIN CATEGORY SINCE THEY, IN A SUPPORT FUNCTION, WILL FOLLOW THE REGULATORY STAKEHOLDERS AND PROVIDE THE SUPPORT NECESSARY TO MAKE A GIVEN SCENARIO OCCUR, AGAIN, BASED ON THEIR SUPPORT ROLE WHICH FOLLOWS A REGULATORY MANDATE.

ACADEMIC INSTITUTIONS FOR POLICE TRAINING OR EDUCATIONAL TRAINING WITH SPECIALIZATION IN LAW ENFORCEMENT, ALONG WITH THE MEDIA, APPEAR IN THE MODERATED/LESSER IMPORTANT QUADRANTS OF THE STAKEHOLDER MAP SINCE THEIR ROLE IS TO ACTUALLY FOLLOW THE SUPPORT UNITS AND EDUCATE THOSE PERSONS INVOLVED IN THE PROCESS AFTER A COURSE TO A CERTAIN SCENARIO IS ENSURED. THE CONTINUED SUPPLY OF TRAINED PERSONNEL TO ANY PROCESS IS CRITICAL TO THE EDUCATIONAL STAKEHOLDERS. CONSEQUENTLY, THEY ARE THE SLOWEST TO REACT SINCE THEIR PROGRAMS INVOLVE LONG-TERM TRAINING AND NEED A SURENESS OF DIRECTION BEFORE THEY CAN BE DEVELOPED. ONE STAKEHOLDER GROUP THAT WOULD NEED SHIFTING MORE TOWARDS THE CERTAINTY QUADRANT WOULD BE THE PEACE OFFICER RESEARCH AND ADVISORY COMMISSION (PORAC). A STRATEGY FOR ACCOMPLISHING THIS COULD BE "SUNSHINE" MEETINGS BETWEEN POLICE MANAGERS AND PORAC AND POSSIBLY PRIVATE TESTING AND SELECTION CONSULTANTS WHEREIN THE POSITIVE EFFECTS OF ETHNICITY, SELECTION, JOB RELEVANCY AND VALIDITY CAN BE EXPLAINED TO LABOR OFFICIALS.

## MISSION STATEMENT

THE MISSION OF THE DEPARTMENT OF JUSTICE, DIVISION OF LAW ENFORCEMENT, IS TO PROVIDE ACCURATE AND TIMELY INFORMATION AND INVESTIGATIVE ASSISTANCE TO PRESERVE AND ENHANCE THE SAFETY OF CALIFORNIA'S CITIZENS.

THROUGH THE INGENUITY AND COMMITMENT OF ITS EMPLOYEES AND THE USE OF THE LATEST TECHNOLOGY, THE DIVISION WILL PROVIDE THE HIGHEST QUALITY OF ACCURATE AND TIMELY INFORMATION AND INVESTIGATIVE SERVICES. THE DIVISION WILL ASSUME A LEADERSHIP ROLE OF TRAINING, COORDINATION, ENFORCEMENT, AND TECHNOLOGICAL SUPPORT TO THE CRIMINAL JUSTICE SYSTEM AND TO THE PUBLIC.

THE SPECIFIC MISSION OF THE DEPARTMENT'S MANAGERS AND STAFF INVOLVED IN THE SELECTION AND PROMOTION OF MANAGEMENT LEVEL PEACE OFFICER PERSONNEL IS THROUGH THE MOST INNOVATIVE AND PROGRESSIVE TESTING AND SELECTION METHODS KNOWN ENSURE THAT THE MOST QUALIFIED CANDIDATE WITH THE HIGHEST POTENTIAL FOR PERFORMANCE AND ADVANCEMENT BE SELECTED FOR PROMOTION, WHILE ALLEVIATING THE PRESSURES BROUGHT ABOUT BY SEXUAL/ETHNIC BIAS, SUBJECTIVITY AND TEST STANDARDIZATION.

## EXECUTION

IN ORDER TO CONSIDER THE FULL RANGE OF OPTIONS OR ALTERNATIVES AVAILABLE TO THE UPPER MANAGEMENT OF A POLICE AGENCY WHEN ATTEMPTING TO IMPLEMENT A DESIRED FUTURE SUCH AS THE USE OF MULTI-DIMENSIONAL ASSESSMENT CENTERS FOR POLICE MANAGEMENT PROMOTIONAL TESTING, THE FOLLOWING LIST OF ALTERNATIVES ARE PROPOSED.

## STRATEGY - ALTERNATIVE #1

IN ORDER TO INCREASE THE COMMITMENT ON THE PART OF THE IMPORTANT STAKEHOLDER GROUPS, THE DEPARTMENT COULD FORM A BLUE RIBBON PANEL ON TESTING AND SELECTION RESEARCH TO EXAMINE THE NEWEST TESTING AND SELECTION METHODS AVAILABLE. THESE WOULD NECESSARILY INCLUDE PROMOTIONAL ASSESSMENT CENTERS. GROUP MAKEUP COULD BE REPRESENTATIVES FROM WITHIN THE DEPARTMENT, AS WELL AS NON-LAW ENFORCEMENT SUBJECT AREA EXPERTS. PERSONS REPRESENTING THE POTENTIAL CANDIDATE POOL FOR PROMOTIONAL OPPORTUNITY, EXPERTS IN THE TESTING AND SELECTION UNIT, EXECUTIVE MANAGEMENT FROM WITHIN THE DEPARTMENT, LABOR RELATIONS AND BUDGET PERSONNEL FROM WITHIN THE DEPARTMENT SHOULD ALSO BE INCLUDED. THE DEPARTMENT WOULD WANT TO INVITE MEMBERS OF THE PORAC AND SPECIAL AGENTS ASSOCIATION FOR INPUT SINCE EXECUTION OF A STRATEGIC PLAN INVOLVING A CHANGE IN THE TESTING PROCESS WOULD ALTER THE TERMS OF THE COLLECTIVE BARGAINING AGREEMENT, THEREBY CAUSING A NEED FOR EITHER A SIDE LETTER TO THE CURRENT BARGAINING CONTRACT FOR SWORN PERSONNEL, UP TO AND INCLUDING THE RANK OF SUPERVISOR, OR AT THE VERY LEAST, GRIEVANCES TO THE EXISTING CONTRACT UNTIL SUCH TIME AS NEW NEGOTIATIONS IRON OUT ALL THE DIFFERENCES. EXECUTIVE LEVEL REPRESENTATIVES FROM OTHER LAW ENFORCEMENT AGENCIES WITHIN THE REGION SHOULD ALSO BE INVITED TO PARTICIPATE TO ENHANCE THE SCENARIO'S CHANCE OF OBTAINING THE DESIRED TESTING STANDARDIZATION AND REGIONAL ATTRIBUTES.

## STRATEGY - ALTERNATIVE #2

WITHIN THE SPECIAL AGENT SERIES OF THE CALIFORNIA DEPARTMENT OF JUSTICE,

DESIGN A MEANINGFUL CAREER DEVELOPMENT PROGRAM WHICH BEGINS AT THE JOURNEYMAN GRADE AGENT LEVEL, AND UTILIZING THE CRITICAL TASK RATING METHOD, (ATTACHMENT #9) IDENTIFY THOSE TRAINING AND DEVELOPMENTAL NEEDS FOR EACH EMPLOYEE TO PROGRESS FROM THE JOURNEYMAN GRADES TO SUPERVISION AND, FINALLY, MANAGEMENT POSITIONS. UTILIZATION OF THE CRITICAL TASK METHODOLOGY WILL ULTIMATELY PREPARE THE MANAGEMENT CANDIDATE FOR THE ASSESSMENT CENTER PROCESS SINCE IT IS BASED ON THE DIMENSIONAL TESTING OF CRITICAL TASKS.

INCLUDED IN THIS PROCESS WILL BE A DEVELOPMENTAL ASSESSMENT CENTER STAGED TO OCCUR AT THE FIRST SUPERVISORY LEVEL WHICH WILL INTRODUCE THE MULTI-PHASE ASSESSMENT PROCESS TO POTENTIAL PROMOTIONAL CANDIDATES, THEREBY MINIMIZING THE ANXIETY AND FEAR OF A NEW TESTING PROCESS WHEN A PROMOTION TEST IS SCHEDULED.

### STRATEGY - ALTERNATIVE #3

CONDUCT A CAREFULLY STRUCTURED SURVEY OF OTHER SIMILAR LAW ENFORCEMENT AGENCIES TO DETERMINE IF THE ASSESSMENT CENTER FORM OF TESTING FOR MANAGEMENT LEVEL POSITIONS IS BEING ACCOMPLISHED IN OTHER JURISDICTIONS, IDENTIFY POTENTIAL PROBLEM AREAS, AND GATHER STATISTICAL DATA ON THE SUCCESS RATES OF CANDIDATES IN THOSE JURISDICTIONS WHO HAVE SUCCESSFULLY PARTICIPATED IN AN ASSESSMENT CENTER, BEEN PROMOTED AND HAVE SUBSEQUENTLY SHOWN SUCCESSFUL PERFORMANCE.

THOSE PERSONS RESPONSIBLE FOR THIS STRATEGY ALTERNATIVE SHOULD ALSO BE TASKED WITH DETERMINING THE PER CAPITA COST FOR AN ASSESSMENT CENTER THAT WOULD PRODUCE A MANAGEMENT PROMOTION AND, SECONDLY, GET DATA WHICH WOULD

INDICATE WHETHER OR NOT THE PER CAPITA COSTS GOES UP OR DOWN AS THE CANDIDATE POOL SWELLS OR SHRINKS. RELEVANT DATA CONCERNING THE AVERAGE COST OF A DEMOTION OF A MANAGEMENT LEVEL POLICE PERSON TO A NON-MANAGEMENT LEVEL AS A PART OF AN ADVERSE ACTION OR PUNITIVE ACTION SHOULD ALSO BE GATHERED AND INCLUDE STAFF COSTS, LEGAL FEES, ADMINISTRATIVE LAW JUDGE TIME, AND ANY COSTS OR DAMAGES BORN BY THE DEPARTMENT FOR ERRONEOUS ACTS ON ITS PART. SINCE ASSESSMENT CENTERS HAVE BEEN TRADITIONALLY MORE EXPENSIVE THAN CONVENTIONAL TESTING METHODS, IT IS A VALUABLE STRATEGY ALTERNATIVE TO SHOW THAT, WHILE EXPENSIVE TO PRODUCE, THE COSTS FOR AN ENTIRE DEPARTMENTAL ASSESSMENT CENTER CAN BE LESS THAN THE ADMINISTRATIVE COSTS TO THE DEPARTMENT AFTER A LENGTHY LITIGATION PROCESS RESULTING FROM ONE REJECTION ON PROBATION OR DEMOTION IN GRADE.

STRATEGY - ALTERNATIVE #4

ATTEMPT TO NEGOTIATE AN INTER-AGENCY CONTRACT BETWEEN CALIFORNIA DEPARTMENT OF JUSTICE AND POST TO JOINTLY FUND AND STAFF AN ASSESSMENT CENTER PILOT PROJECT WHICH WOULD BOTH TEST ASSESSMENT CENTER FEASIBILITY AS A REGIONAL TESTING MEASURE BETWEEN THE DEPARTMENT OF JUSTICE AND SEVERAL OF ITS REGIONAL SISTER AGENCIES IN THE SACRAMENTO AREA, AND ACT AS A PILOT TO TEST THE PEACE OFFICER STANDARDS AND TRAINING COMMISSION'S ABILITY TO OBSERVE AN ASSESSMENT PROCESS. IT WOULD ALSO GIVE VALUABLE INPUT TO ITS POSSIBLE USE AS A MODEL PROGRAM FOR A POST-DEVELOPED AND CERTIFIED ASSESSMENT CENTER THAT COULD BE GENERICALLY APPLIED TO A NUMBER OF LAW ENFORCEMENT AGENCIES, THUS, DRAMATICALLY REDUCING THE COST FOR INDIVIDUAL DEVELOPMENT.

## STRATEGY - ALTERNATIVE #5

HAVE A DEPUTY ATTORNEY GENERAL PETITION THE U.S. DISTRICT COURT FOR THE ASSIGNMENT OF A COURT APPOINTED MONITOR TO THE DEPARTMENT'S TESTING PROCESS TO ENSURE THAT ISSUES SUCH AS JOB RELATEDNESS, PREDICTIVE VALIDITY, ELIMINATION OF SEXUAL/ETHNIC BIAS AND FAIRNESS ARE PROPERLY CONSIDERED. THIS ALTERNATIVE COULD THUS GIVE THE PROCESS A PRECEDENT SETTING "CLEAN BILL OF HEALTH" FROM THE COURTS AND THE "BOILER PLATE" TO POST'S CERTIFICATION OF THE PROCESS TO FEND OFF COURT BATTLES BEFORE THEY GET STARTED.

## SELECTED STRATEGIC ALTERNATIVE

AFTER CAREFULLY CONSIDERING THE STRATEGIC ALTERNATIVES PROPOSED IN THE FOREGOING PAGES, IT WAS DECIDED THAT NO ONE ALTERNATIVE CONTAINED ALL OF THE NECESSARY ELEMENTS TO ENSURE THE SUCCESSFUL IMPLEMENTATION OF ANY LOGISTICAL OR ADMINISTRATIVE IMPLEMENTATION PLAN FOR THE DESIRED FUTURE. HOWEVER, BY PICKING FACETS OF EACH OF THE SELECTED ALTERNATIVES, A MASTER ALTERNATIVE WHICH WOULD BEGIN TO RESEMBLE AN IMPLEMENTATION PLAN WOULD TAKE FORM. IT WOULD BE ONE WHEREIN THE DEPARTMENT OF JUSTICE AND POST WOULD CO-SPONSOR A BLUE RIBBON COMMITTEE OF THE APPROPRIATE STAKEHOLDER GROUP MEMBERS FROM THE DEPARTMENT OF JUSTICE AND OTHER MAJOR POLICE AGENCIES IN THE DOJ HEADQUARTERS REGION TO EXAMINE A PILOT PROJECT FOR A REGIONAL ASSESSMENT CENTER TO BE MONITORED BY THE COURTS AND REGULATED AND SUBSEQUENTLY CERTIFIED BY POST. BY "WEAVING IN" VARIOUS STAKEHOLDER GROUPS TO A RECOMMENDED MASTER ALTERNATIVE, THEIR INVOLVEMENT AND COMMITMENT TO THE DESIRED FUTURE WILL BE GRADUALLY DEVELOPED WHETHER OR NOT THEY NECESSARILY

AGREE WITH ALL OF THE GOALS AND OBJECTIVES OF THE DESIRED FUTURE IN THE BEGINNING. SECONDARILY, BY EMPLOYING THIS TYPE OF STRATEGY ALTERNATIVE, THE RANKS OF UPPER POLICE MANAGEMENT WILL HAVE GAINED CREDIBILITY WITH NON-LAW ENFORCEMENT STAKEHOLDERS IN THE PROCESS BY THEIR INVOLVEMENT IN THE PLANNING STAGES PRIOR TO THE EMERGENCE OF THE FINAL PRODUCT OR DESIRED STATE. THIS DEMONSTRATES A VULNERABILITY ON THE PART OF LAW ENFORCEMENT EXECUTIVE MANAGEMENT TOO SELDOM SEEN BY NON-LAW ENFORCEMENT TYPES. THIS WOULD CAUSE THE ENGENDERMENT OF MORE TRUST-BASED RELATIONSHIPS BETWEEN LAW ENFORCEMENT AND NON-LAW ENFORCEMENT MANAGEMENT PERSONNEL AND, SECONDARILY, CAUSE AN INTER-DEPENDANCE IN A PROCESS SUCH AS WORKING TOWARDS A DESIRED FUTURE AS IN THE INSTANT CASE OF THE MASTER ALTERNATIVE.

#### ADMINISTRATION AND LOGISTICS - IMPLEMENTATION

IN ORDER TO IMPLEMENT THIS STRATEGIC PLAN, THAT IS THE REGIONAL STANDARDIZED, LEGALLY APPROVED AND POST CERTIFIED USE OF ASSESSMENT CENTER TECHNOLOGIES FOR MANAGEMENT LEVEL POLICE PROMOTIONS, THE PLAN MUST BE CAREFULLY COMMUNICATED AS TO ITS CONTENT AND PURPOSE TO ALL EXECUTIVE LEVEL STAFF WITHIN THE DEPARTMENT OF JUSTICE AND THE ALLIED INVOLVED POLICE AGENCIES SO THAT A MULTI-ORGANIZATIONAL STRATEGY CAN BE DEVELOPED FOR THE OVERALL PLAN'S IMPLEMENTATION. ALSO, PRELIMINARY MEETINGS WITH VARIOUS STAKEHOLDER GROUPS WITHIN THE DEPARTMENT OF JUSTICE, ITS REGULATORY AGENCIES OR REGULATORY STAKEHOLDER GROUPS IN THE ALLIED AGENCIES WHO WOULD PARTICIPATE IN A REGIONAL TESTING PLAN SHOULD BE ACCOMPLISHED TO ATTEMPT A MAJOR PORTION OF THE SUPPORT NECESSARY FOR STRATEGIC PLAN IMPLEMENTATION.

## LOGISTICAL IMPLEMENTATION

1. DESCRIBE THE STRATEGIC PLAN ALTERNATIVE TO THE EXECUTIVE ADMINISTRATION OF THE CALIFORNIA DEPARTMENT OF JUSTICE (ONE MONTH PROCESS).

A. EXPLANATION OF FUTURE'S TREND/EVENT CROSS IMPACT ANALYSIS.

B. FULL EXPLANATION OF ASSESSMENT CENTER'S IMPACT ON POLICE TESTING AND SELECTION PROCESSES AT THE MANAGEMENT LEVELS TO INCLUDE COSTS AND RESOURCE COMMITMENT.

C. THE NEED FOR PLANNING PROCESSES.

D. THE NEED FOR STAFF PARTICIPATION FROM VARIOUS UNITS WITHIN THE DEPARTMENT OF JUSTICE SUCH AS LABOR RELATIONS, BUDGET, AFFIRMATIVE ACTION, EEO AND PERSONNEL.

E. COMMITMENT FROM MAJOR GROUP MANAGERS WITHIN THE DEPARTMENT AS TO THE FEASIBILITY AND DESIREABILITY OF THE PLAN.

2. ESTABLISH PRELIMINARY NEGOTIATIONS AND PLAN EXPLANATIONS AS TO THE PRIMARY STAKEHOLDER GROUPS (TWO-THREE MONTHS).

A. UTILIZE THIS PROCESS TO CAPITALIZE ON PERSONAL CONTACT AND SHOW THE VARIOUS BENEFITS OF THE PLAN TO EACH STAKEHOLDER GROUP.

B. ALLOW FOR INPUT FROM STAKEHOLDER GROUPS TO ENSURE THAT THE OVERALL PLAN DOES NOT, IN ANY WAY, SLIGHT A STAKEHOLDER GROUP UNNECESSARILY.

3. SUBMIT THE FINAL PLAN RECOMMENDATION TO THE MANAGEMENT OF THE DEPARTMENT OF JUSTICE AND POST, INCORPORATING ALL OF THE INPUT FROM THE VARIOUS STAKEHOLDER GROUPS AND COMMITTEE MEMBERS MADE UP OF MANAGEMENT LEADERS WITHIN THE DEPARTMENT.

4. IF THE PLAN IS APPROVED AND ADOPTED BY THE CHIEF EXECUTIVE OFFICER OF THE DEPARTMENT, FORM A MANAGEMENT TEAM OF SELECT PERSONNEL FROM THE EXECUTIVE STAFF, MIDDLE MANAGEMENT, AND RANK AND FILE TO IMPLEMENT THE PLAN AND CONTINUE NEGOTIATIONS WITH STAKEHOLDER GROUPS.

A. LET THE GROUP OR TEAM DEVELOP SPECIFIC JOB SPECIFICATIONS AND ASSIGNMENTS FOR ITS OWN MEMBERS TO BEGIN THE IMPLEMENTATION PROCESS.

B. IDENTIFY AGENCIES WITHIN STATE GOVERNMENT OUTSIDE THE DEPARTMENT OF JUSTICE WHICH MAY HAVE AN IMPACT ON IMPLEMENTATION OF THE STRATEGIC PLAN.

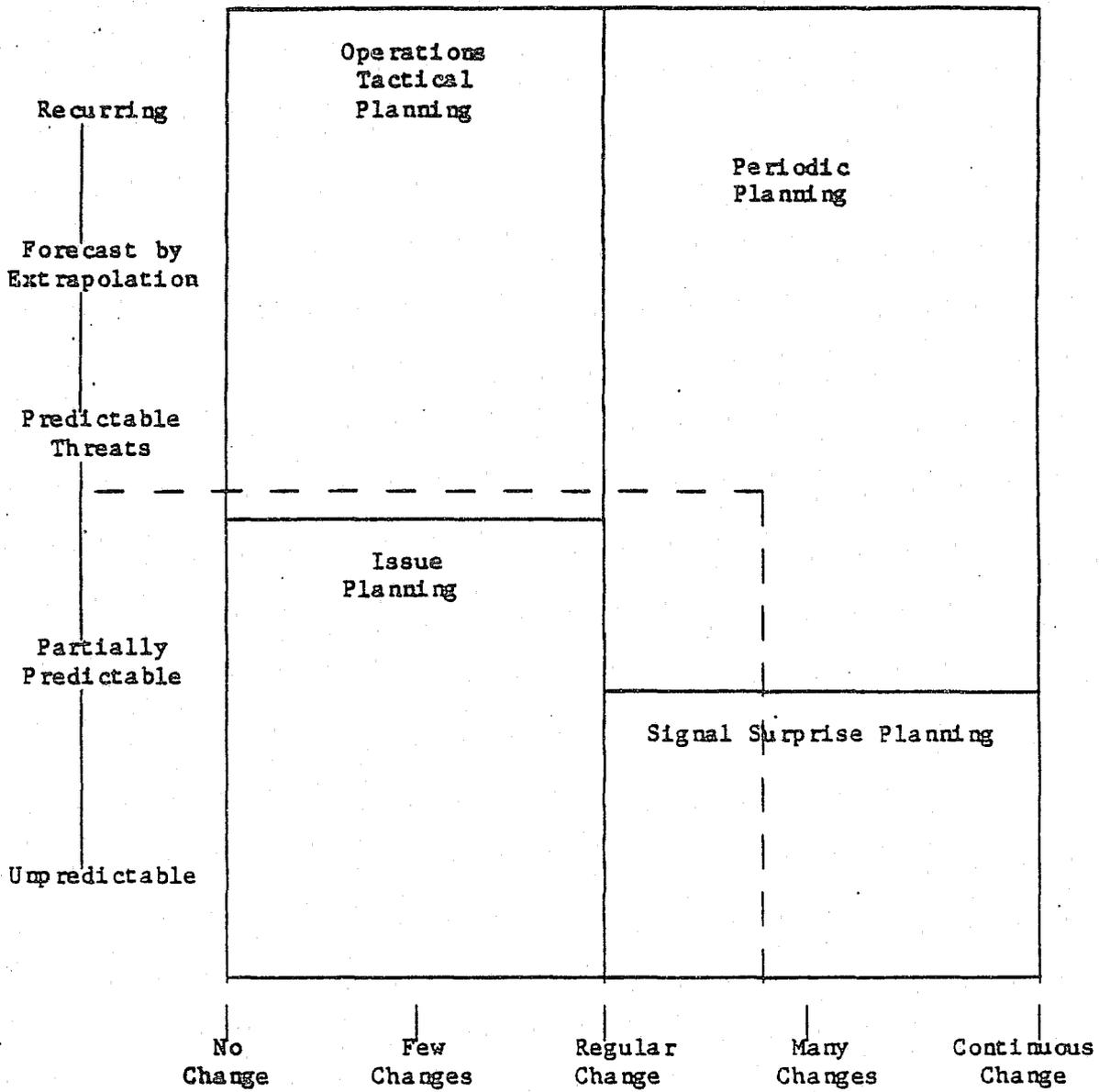
C. SELECT A MEMBER OF THE DEPARTMENT'S RESEARCH AND DEVELOPMENT UNIT TO BECOME A PERMANENT MEMBER OF THE COMMITTEE TO ESTABLISH THE STRATEGIC PLAN SO THAT ONCE THE PLAN IS ESTABLISHED, THE RESEARCH AND DEVELOPMENT UNIT CAN LAUNCH ADDITIONAL FUTURE STUDIES ON THE NEXT GENERATION OF TESTING TECHNOLOGIES, THUS, THE FUTURE DESIRED STATE IS NOT ONLY AN OPERATIONAL POINT FROM WHICH TO BEGIN THE STRATEGIC PLAN, BUT A JUMPING OFF POSITION FOR ADDITIONAL FUTURE STUDIES.

5. THE MANAGEMENT TEAM ENTERS INTO NEGOTIATIONS WITH A PRIVATE TESTING AND SELECTION CONSULTANT TO BEGIN GATHERING THE NECESSARY BACKGROUND DATA FOR THE ADMINISTRATION OF A SUCCESSFUL ASSESSMENT CENTER (TWO-FOUR MONTHS).

## PLANNING SYSTEM

AFTER AN EVALUATION AND ANALYSIS OF THE ENVIRONMENTAL PREDICTABILITY AND TURBULANCE, THE PLANNING SYSTEM CHOSEN FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN IS A PERIODIC PLANNING SYSTEM. SINCE AN ANALYSIS OF THE ENVIRONMENTAL TURBULANCE SHOWS MANY CHANGES THAT MUST OCCUR IN BOTH THE PROCEDURE AND GOALS AND OBJECTIVES OF THOSE PERSONS WHOSE JOBS ARE DIRECTLY AFFECTED BY THIS STRATEGIC PLAN, THE PLANNING SYSTEM MATRIX ON THE NEXT PAGE SHOWS THESE ASSESSMENTS IN DIFFERENTIATION OF PROCESS AND GOAL AND OBJECTIVE IN MANY PERSONS' JOB FUNCTIONS, AS WELL AS THE NECESSARY FREQUENCY OF CHANGES THAT MUST OCCUR FOR MAJOR TESTING AND SELECTION PROCESS RENNOVATION WITHIN A DEPARTMENT TO BE SUCCESSFUL.

Future  
Predictability



Turbulence/Number of Changes

**TRANSITION PLAN**

## TRANSITION PLAN

### STRATEGIC PLAN SUMMARY

THIS STUDY LOOKS AT THE IMPACT OF A MAJOR CHANGE IN THE TESTING AND SELECTION PROCESS FOR POLICE MANAGERS IN CALIFORNIA LAW ENFORCEMENT. MORE SPECIFICALLY, THAT CHANGE IS DEFINED AS THE PROMOTIONAL ASSESSMENT CENTER. THIS IS A DEPARTURE FROM THE MORE TRADITIONAL TESTING METHODS UTILIZED BY THE MAJORITY OF DEPARTMENTS IN CALIFORNIA AT THIS TIME.

### PRESENT STATE

THE PRESENT STATE WITHIN LAW ENFORCEMENT MANAGEMENT CIRCLES CAN BEST BE DESCRIBED IN TERMS OF TESTING AND SELECTION AS TRANSITORY. THE ACCEPTABLE TRADE-OFF OF MEDIOCRE TESTING RESULTS FOR THE COMFORT OF HISTORICALLY UTILIZED TRADITIONAL TESTING METHODS IS ABOUT TO BE REPLACED, NOT NECESSARILY BY CHOICE, BUT RATHER BY THE DEMANDS OF SPECIAL INTEREST GROUPS SUCH AS WOMEN'S GROUPS AND ETHNIC GROUPS, AS WELL AS THE COURTS, TO EXCHANGE COMFORT FOR INNOVATION, AND MEDIOCRE RESULTS WITH THOSE WHICH CAN BE VALIDATED AS TO THEIR JOB RELATEDNESS, FAIRNESS AND PREDICTIVE NATURE OF POTENTIAL PERFORMANCE. IT IS AN UNCOMFORTABLE TIME BECAUSE THOSE PERSONS IN AUTHORITY AT MANAGEMENT LEVEL WHO HAVE BEEN PROMOTED BY THE MORE TRADITIONAL MEANS WILL NOW BE PROPOSING, DESIGNING AND IMPLEMENTING A NEW PROCESS TO MORE COMPLETELY, AND QUITE POSSIBLY MORE SEVERELY, TEST THE ATTRIBUTES OF THE NEWLY DEVELOPING CANDIDATE POOL OF POTENTIAL MANAGERS. THERE IS NO QUESTION AS TO WHETHER CHANGE MUST OCCUR, BUT RATHER HOW IT WILL OCCUR AND HOW QUICKLY.

THE IMPLEMENTATION OF A CREDIBLE TRANSITION PLAN WILL CRITICALLY AFFECT BOTH THE SPEED AND EFFECTIVENESS WITH WHICH CHANGE WILL OCCUR, AND TO A LARGE DEGREE, THE SUCCESS OF THE CHANGE.

### FUTURE STATE

UTILIZING THE DATA GATHERED FROM EXAMINING THE CROSS IMPACT OF TRENDS AND EVENTS FORECASTED BY THE NGT GROUP, A SELECTED FUTURE WAS ASSUMED (SCENARIO #3) AND EXAMINED IN THE STRATEGIC PLAN SECTION. THE FUTURE IDENTIFIED A SYSTEM IN WHICH ASSESSMENT CENTERS WERE BEGINNING TO TAKE THEIR PLACE AS THE PROMINENT TESTING AND SELECTION METHOD FOR MANAGEMENT RANK EMPLOYEES IN POLICE AGENCIES. HOWEVER, IT DID NOT ASSUME THAT ASSESSMENT CENTERS HAVE "ARRIVED" AND WERE ACCEPTED AS THE NORM WITHOUT THE NEED FOR STRATEGIC PLANNING OR IMPLEMENTATION PROCESSES TO ENSURE THE SMOOTH ADDITION OF THIS PROCESS TO THE TESTING AND SELECTION ARSENAL. RATHER, THIS SCENARIO SUGGESTED THAT THE PERIOD FOR THE FORECAST (10 YEARS) WAS, WHILE SIGNIFICANT, MERELY A STAGE IN A CONTINUUM OF DEVELOPMENT IN THE TESTING AND SELECTION PROCESS WHEREIN PORTIONS OF THE "SHOULD BE" FUTURE WERE INTERMINGLED WELL WITH PORTIONS OF THE "WILL BE" FUTURE AS PREDICTED BY THE NOMINAL GROUP.

WITH THE PRESENT DEFINED BY FACTUAL DATA AND THE OPINION OF SUBJECT AREA EXPERTS AS WELL AS THE NGT GROUP, THE FUTURE WAS FORECASTED IN A BASIC STRATEGIC PLAN PUT IN PLACE TO GAIN THE DESIRED FUTURE. THE FOCUS OF THIS EFFORT NOW TURNS TO THE TRANSITION PLAN TO BRIDGE THE GAP BETWEEN TODAY AND TOMORROW.

## TRANSITION MECHANISM

THE STABILIZED BASE FOR ANY MANAGEMENT EFFORT SUCH AS A STRATEGIC PLAN IS NO MORE IMPORTANT THAN THOSE INDIVIDUALS IDENTIFIED AS STAKEHOLDERS OR, MORE FINELY, AS THE CRITICAL MASS NEEDED TO MOVE THE PLAN. AS PREVIOUSLY STATED, THE BLUE RIBBON PANEL OR GROUP COMMISSIONED BY THE DEPARTMENT, WHO HAVE BOTH SUBJECT AREA EXPERTISE AND A VESTED INTEREST IN THE IMPLEMENTATION OF A PROCESS SUCH AS PROMOTIONAL ASSESSMENT CENTERS, WILL FORM THE MECHANISM BY WHICH CHANGE CAN OCCUR. IT WILL ALSO ENSURE THAT CHANGE WILL ENDURE TO THE DEGREE APPROPRIATE, THE CHALLENGES OF THOSE OPPOSED TO THE PLAN, OR ANY CHALLENGE AND ENSURE THAT IT IS A LIVING DOCUMENT WHICH IS FLEXIBLE ENOUGH TO BE CHANGED AS THE SOCIOLOGICAL, TECHNOLOGICAL, ECONOMICAL, ENVIRONMENTAL AND POLITICAL POWER MECHANISMS IN OUR SOCIETY DEMAND AS TIME PROGRESSES.

## CRITICAL MASS

AS PREVIOUSLY STATED, THE CRITICAL MASS IN ANY PLAN OF TRANSITION TO A DESIRED STATE ARE THOSE PERSONS OR GROUPS OF PERSONS SOMETIMES IDENTIFIED AS STAKEHOLDERS WHO POSSESS THE NECESSARY POWER BASE TO CAUSE OR INHIBIT CHANGE TO A HIGH DEGREE. IN THE SCENARIO WHICH DEMANDS A CHANGE IN THE TESTING AND SELECTION PROCESS OF POLICE MANAGERS, THE FOLLOWING PERSONS OR GROUPS WERE IDENTIFIED AS THE CRITICAL MASS WITH WHICH NEGOTIATIONS MUST OCCUR TO STIMULATE THE CHANGE PROCESS.

1. THE COURTS
2. AFFIRMATIVE ACTION/EEO

3. PERSONNEL/TESTING UNITS
4. TEST/PROMOTIONAL CANDIDATES
5. PEACE OFFICER ASSOCIATIONS
6. POST COMMISSION
7. POLICE CHIEFS
8. POLICE COMMISSIONS
9. ETHNIC ADVISORY GROUPS

TO ASSIST IN PLANNING THE STRATEGIES AND NEGOTIATIONS NECESSARY TO ENHANCE, BLOCK OR ALTER THE INFLUENCE OF ANY CRITICAL MASS GROUP, A COMMITMENT ANALYSIS CHART WAS PREPARED INDICATING THE CHANGE IF NECESSARY WITH EACH GROUP.

COMMITMENT ANALYSIS CHART

ACTORS in CRITICAL MASS	BLOCK CHANGE	LET CHANGE HAPPEN	HELP CHANGE HAPPEN	MAKE CHANGE HAPPEN
Courts			0	X
AA/EEOC			X0	
Per. Testing Units		X	0	
Test/Promo Candidates	X	0		
Peace Officer Associations	X		0	
POST Commission			X	0
Police Chiefs			X	0

X = Present Position  
0 = Desired Position

## THE COURTS

AS A GROUP, THE COURTS HAVE HISTORICALLY SEEN THEIR ROLE IN AREAS OF EQUITY JUDGEMENT WITH REGARD TO CIVIL RIGHTS AS BEING A REGULATORY AND PRECEDENT SETTING FORCE THAT MAKES CHANGE OCCUR WHEN NECESSARY. SINCE THE ISSUES SURROUNDING TESTING AND SELECTION SUCH AS ETHNIC OR SEXUAL BIAS AND OVERALL FAIRNESS FALL INTO THAT CATEGORY, THE POSITION OF THE COURTS WOULD REMAIN THE SAME IN THE MOVEMENT TO AN ASSESSMENT CENTER-BASED TESTING PROCESS. A TRANSITION PLAN TO IMPLEMENT ASSESSMENT CENTER USE BY MULTIPLE AGENCIES IN A COOPERATIVE EFFORT WOULD MOST PROBABLY, HOWEVER, BE ENHANCED IF THE COURTS WERE TO MOVE THEIR POSITION TO A "HELP CHANGE HAPPEN" POSITION TO ALLOW FOR THE BUY-IN AND COMMITMENT OF OTHER STAKEHOLDER GROUPS TO THE PROCESS, RATHER THAN HAVING IT MANDATED IN THE FORM OF COURT DECREES OR ORDERS. THE USE OF COURT APPOINTED MONITORS WOULD BE A MUCH MORE PALATABLE PROCESS TO OTHER STAKEHOLDER GROUPS THAN IS CURRENTLY THE CASE. THIS WAS EVIDENCED TO SOME DEGREE IN THE INSTANCE WHERE THE COURTS ORDERED THE RICHMOND, VIRGINIA, POLICE DEPARTMENT TO USE AN ASSESSMENT CENTER PROCESS FOR MANAGEMENT RANK PROMOTIONS (SPIELBERGER, CHARLES D., 1977:71).

COURTS, BY THEIR LEGAL MANDATE, ARE TRYERS OF FACT AND ARE GENERALLY UNIMPRESSED WITH THE EFFORTS OF COMMITTEES, GROUPS OR POSSIBLY BIASED SINGLE EXPERTS IN ANY GIVEN FIELD. THE COURTS HAVE RECENTLY, HOWEVER, SHOWN THAT THEY ARE MORE COMFORTABLE WITH MANAGEMENT TRANSITION BY GROUP PROCESS IF THEY ARE INCLUDED. ONE RECENT EXAMPLE OF THE INCLUSION OF A COURT APPOINTED PERSON IS THAT CITED BY THE CAMPAIGN AGAINST MARIJUANA PLANTING, WHO FACED A MYRIAD OF LEGAL BATTLES IN CALIFORNIA OVER THEIR USE OF OBSERVATION TECHNIQUES IN SPOTTING ILLICITLY GROWN MARIJUANA. THE COURT (U.S. DISTRICT COURT), AFTER HEARING THE WIDELY VARIED OPINION OF NUMEROUS SUBJECT AREA

EXPERTS, APPOINTED A MONITOR TO THE PROGRAM TO ENSURE THAT THE IMPLEMENTATION OF FEDERALLY CONTROLLED STATUTES ON AERIAL OBSERVATIONS FROM AIRCRAFT BE COMPLIED WITH IN A MANNER SATISFACTORY TO THE COURT. THE COURT SHOWED THAT THROUGH THIS PROCESS IT WOULD, WHEN NECESSARY, TAKE ITS JUDICIAL POWERS OUTSIDE OF THE CONFINES OF THE COURTROOM AND INTO REAL LIFE SCENARIOS IN ORDER TO RENDER MORE REALISTIC AND TIMELY JUDGEMENTS ON ANY GIVEN SET OF FACTS. (CASE CITATION - NATIONAL ORGANIZATION FOR REFORM OF MARIJUANA LAWS VS. MULLEN, N.D.CAL-1985, 60AF Supp. 945.)

### AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY OFFICERS

AA/EEO OFFICERS WILL ACTIVELY SUPPORT OR HELP CHANGE HAPPEN AS STATED IN THE TRANSITION PLAN. THEY ARE KEENLY AWARE OF THE TENDENCY FOR BUILT-IN ETHNIC/SEXUAL BIAS IN TRADITIONAL TESTING METHODS AND ARE WELL VERSED ON THE LACK OF ADVERSE EFFECTS ON MINORITY CANDIDATES BY THE ASSESSMENT CENTER PROCESS (SPIELBERGER, 1977: 11).

ALTHOUGH THE AA/EEO PERSONNEL COULD BE EASILY MOVED TO THE "MAKE CHANGE HAPPEN" CATEGORY, A MOVE SUCH AS THIS MIGHT MAKE THEM LOOK TOO AGGRESSIVE AND AS THOUGH THEY WERE IN FAVOR OF ASSESSMENT CENTERS ONLY FOR THEIR VALUE TO MINORITIES RATHER THAN THE ENTIRE DEPARTMENT'S PERSONNEL. THIS COULD CAUSE A BACKLASH THAT WOULD HAVE ADVERSE EFFECTS ON THE OVERALL OUTCOME OF THE TRANSITION PLAN BY POLARIZING THE OTHERWISE BROAD BASE OF SUPPORT FOR THE TRANSITION PLAN. IN OTHER WORDS, AA/EEO PERSONNEL SHOULD BE LEFT IN A POSITION WHERE THEY APPEAR TO HAVE A HELPFUL STANCE, RATHER THAN AN AGGRESSIVE ONE, ESPECIALLY IF THE POSTURE OF THE TRANSITION PLAN IS SEEM BY MOST PERSONS ANYWAY AS IN FAVOR OF THE EXTINCTION OF SEXUAL OR ETHNIC BIAS.

## PERSONNEL/TESTING UNITS

THESE UNITS HAVE HISTORICALLY ADOPTED THE POSTURE OF WHATEVER TESTING AND SELECTION METHOD UPPER LEVEL MANAGEMENT DESIRED AND THUS FALL IN THE "LET CHANGE HAPPEN" CATEGORY. VIRTUALLY, THIS IS A NEUTRAL, NO POSITION STANCE. SINCE ASSESSMENT CENTERS, HOWEVER, REQUIRE A GREAT DEAL OF DEVELOPMENTAL WORK, UNLIKE THE MORE TRADITIONAL TESTING METHODS, INTENSIVE INVOLVEMENT BY THE TESTING AND PERSONNEL UNITS WILL BE REQUIRED TO ENSURE THAT THE NEW TESTING PROCESS AS DESCRIBED IN THE TRANSITION PLAN IS JOB RELATED, PREDICTIVE AND NON-BIASED. IF THEY DO NOT ACTIVELY HELP CHANGE HAPPEN, REALISTIC TIME FRAMES FOR IMPLEMENTATION OF THE TRANSITION PLAN WOULD BE SEVERELY EXTENDED AND THE ACCURACY POTENTIAL FOR THE ASSESSMENT CENTER MAY WELL NEVER BE REALIZED DUE TO THE LACK OF DEVELOPMENTAL DATA.

## PEACE OFFICER ASSOCIATIONS (REPRESENTING CANDIDATES)

THERE IS LITTLE DOUBT THAT PEACE OFFICER ASSOCIATIONS (POA) WOULD ACTIVELY BLOCK ANY CHANGE IN THE TESTING PROCEDURES INITIALLY, EVEN IF THE PROCEDURE WAS IDENTIFIED AS HAVING SOME OBVIOUSLY GOOD POINTS. POAs WOULD WANT TO STUDY THE NEW PROCEDURE IN DETAIL TO ENSURE ITS FAIRNESS TO THEIR CONSTITUENCY. IT IS CRITICAL THAT THEIR POSITION MOVE FROM "BLOCK CHANGE" TO "HELP CHANGE HAPPEN" SINCE SUPPORT OF THE POA WOULD NOT ONLY MAKE A STATEMENT FROM THE LABOR SIDE CONCERNING THE NEW TESTING PROCESS, BUT ALSO GIVE THE PROCESS AN AIR OF CREDIBILITY WITH THE CANDIDATE GROUP. A CHANGE FROM "BLOCK CHANGE" TO "HELP CHANGE HAPPEN" FOR THIS GROUP WOULD REQUIRE DETAILED MEETINGS BETWEEN MANAGEMENT AND THE POA DURING WHICH MANAGEMENT SHOULD BE PREPARED TO SHARE FEDERAL AA/EEO GUIDELINES, WRITTEN LITERATURE ON

THE ASSESSMENT CENTER PROCESS, AND PERTINENT COURT DECISIONS WHICH HAVE POINTED TO THE NEED FOR A BETTER TESTING PROCESS THAN THOSE TRADITIONALLY USED. MANAGEMENT SHOULD ALSO POINT OUT TO THE POAs THAT IT IS SPENDING A CONSIDERABLY LARGER SUM OF MONEY AND PERSONNEL RESOURCES TO EFFECT THE NEW TYPE OF TEST AND ASSURE THEM THAT THE QUALITY OF PERSONNEL EMPLOYED BY THE DEPARTMENT DEMANDS SUCH AN INVESTMENT, JUST AS THE CRITICALITY OF THE PROMOTIONAL APPOINTMENTS DOES.

### POST COMMISSION

THE POST COMMISSION, BECAUSE OF ITS PROGRESSIVE NATURE IN POLICE EXECUTIVE MANAGEMENT, WOULD HELP CHANGE HAPPEN AND FACILITATE THE USE OF THE ASSESSMENT CENTER PROCESS BY LENDING ITS EXPERTISE, TIME AND POSSIBLY FUNDING TO ASSIST IN THE ESTABLISHMENT OF PILOT PROGRAMS. IN THIS CASE, HOWEVER, HELPING CHANGE HAPPEN MAY NOT BE ENOUGH AND POST SHOULD BE MOVED TO THE "MAKE CHANGE HAPPEN" CATEGORY. THEY WOULD THEN BE IN THE POSITION OF TAKING A MORE FORCEFUL STANCE IN THEIR ENDORSEMENT OF THE ASSESSMENT CENTER PROCESS FOR MANAGEMENT LEVEL PROMOTIONS AND POSSIBLY OFFER INCENTIVES TO THOSE DEPARTMENTS WHO ENGAGE IN SUCH PROGRAMS.

### POLICE CHIEFS

THE POLICE CHIEF REPRESENTING EXECUTIVE MANAGEMENT MIGHT INITIALLY ADOPT A "HELP CHANGE HAPPEN" ATTITUDE BECAUSE OF HIS DESIRE TO SHARE THE DECISION MAKING PROCESS WITH OTHER STAKEHOLDERS OR THE CRITICAL MASS MEMBERS. IT IS IMPORTANT, HOWEVER, IN THIS INSTANCE THAT THE CHIEF OF POLICE BE MOVED TO

THE "MAKE CHANGE HAPPEN" CATEGORY AT LEAST IN THE INITIAL STAGES OF THE TRANSITION PLAN PROCESS IN ORDER THAT HE CAN MAKE A VERY STRONG STATEMENT OF HIS COMMITMENT AND BELIEF IN THE PROCESS, AS WELL AS HIS DESIRE AND DECISION TO COMMIT RESOURCES TO IMPLEMENTATION. LATER, AS THE TRANSITION GAINS MOMENTUM, THE CHIEF COULD BE ALLOWED TO ADOPT A SLIGHTLY MORE RECESSIVE ROLE INTO THE "HELP CHANGE HAPPEN" CATEGORY.

### CRITICAL MASS CONCLUSION

ONCE A COMPLETE EXAMINATION OF THE STAKEHOLDER ASSUMPTIONS BASE COMMITMENT LEVELS OF THE CRITICAL MASS STAKEHOLDERS AND ANY ADJUSTMENTS THAT MUST BE MADE TO EACH PERSON OR GROUP HAS BEEN COMPLETED. A GENERAL OR SUMMARY STRATEGIC PLAN IMPLEMENTATION MUST BE FORMATTED FOR PRESENTATION TO THE CRITICAL MASS. WHILE THERE ARE A MYRIAD OF NEGOTIATION STRATEGIES AVAILABLE TO MESH WITH A PRESENTATION TO THE CRITICAL MASS TO GARNER SUPPORT FOR THE STRATEGIC PLAN AND ITS SUBSEQUENT IMPLEMENTATION, THE OVERALL APPROACH TO MOVE THE PLAN FORWARD IS THE "HOW AND WHERE" STRATEGY (NIERENBERG, 1984: 153-159). OF THE STRATEGIES AVAILABLE, THE HOW AND WHERE STRATEGY SEEMS TO FIT THE SITUATION BEST IN THAT, UNLIKE OTHER SYSTEMS CHANGES WHEREIN FACTIONS WITHIN THE CRITICAL MASS HAVE ENTIRELY DIFFERENT OR SELFISH GAIN GOALS MOST, IF NOT ALL, OF THE CRITICAL MASS FACTIONS HAVE A DESIRE TO IMPLEMENT A PLAN WHICH HAS THE SAME BASIC OUTCOME, I.E., THE MOST EFFICIENT AND PRODUCTIVE METHOD OF CHOOSING POLICE MANAGERS. THE ONLY BASE DIFFERENCES LIE IN THE SPECIFIC METHODOLOGY USED IN CHOOSING THOSE MANAGERS WHICH WILL SATISFY THE NEEDS OF EACH GROUP. IN SUMMATION THEN, THE QUESTION IS NOT "WHERE DO WE GO?", BUT SIMPLY "HOW DO WE GET THERE IN A WAY THAT DOES NOT NEGLECT OR FORESAKE THE NEEDS OF ANY GROUP OR PERSON WITHIN THE CRITICAL

MASS?" THE END GOAL OF THE NEGOTIATIONS AND RESULTANT IMPLEMENTATION OF THE STRATEGIC PLAN, THEN, IS TO MEET THE NEEDS OF ALL PARTIES WITHOUT LOSING THE MAIN PURPOSE FOR AND THRUST OF THE DESIRED FUTURE. FOLLOWING ARE THE SPECIFIC NEGOTIATION STRATEGIES TO BE UTILIZED WITHIN THE CRITICAL MASS ELEMENTS. WHERE GROUPS CAN BE ADDRESSED UTILIZING THE SAME NEGOTIATION STRATEGY, THEY ARE COMBINED.

### COURT NEGOTIATIONS

THE COURTS FORM THE MOST UNIQUE IF NOT CHALLENGING NEGOTIATIONS DILEMMA IN THIS SUBJECT AREA. THIS IS BECAUSE THEIR STATUS WITHIN THE GOVERNMENT STRUCTURE IS NOT, AS WITH MANY OTHER CRITICAL MASS FACTIONS, ONE OF AGENCY OR SPECIAL INTEREST GROUP STATUS, BUT RATHER THAT OF A BRANCH OF THE TRIAD (EXECUTIVE, LEGISLATIVE, JUDICIAL) FORM OF DEMOCRACY. AS SUCH, THE COURTS HAVE THE POWER TO RENDER JUDGEMENT ON ALL SOCIAL AND GOVERNMENTAL ACTIVITIES FROM THE SMALLEST AGENCY POLICY TO FEDERAL LAW. THE COURTS ARE CLEARLY THE MOST POWERFUL OF THE STAKEHOLDERS AND CERTAINLY THE CRITICAL MASS IN THAT THEY ARE THE OVERALL PROTECTORS OF THE CONSTITUTIONALITY OF ANY ISSUE THAT COULD BE PRESENTED IN THIS STUDY AREA. TO ADD TO THIS DILEMMA, THE COURTS ARE GENERALLY NOT OPEN TO NEGOTIATION IN THE TRUEST SENSE OF THE WORD SINCE ANY JUDGEMENTS THEY MAKE ARE BINDING UNTIL RENDERED VOID OR OVERTURNED BY A HIGHER COURT. WHAT CAN BE DONE, HOWEVER, IS TO NEGOTIATE WITH THE COURT IN A RELATIVELY NARROW BAND OR FRAMEWORK WHICH CAN BE CHARACTERIZED AS "LIMITED FLEXIBILITY" TO "USE VARYING METHODS" TO IMPLEMENT A COURT MANDATE. WITH SPECIFIC REGARD TO THE ISSUE AT HAND WHEREIN THE COURT CURRENTLY HOLDS A "MAKE CHANGE HAPPEN" COMMITMENT LEVEL WHICH NEEDS TO BE CHANGED TO A "HELP CHANGE HAPPEN" LEVEL, THE COURT OF JURISDICTION IN THIS MATTER MUST BE APPROACHED BY LEGAL COUNSEL BY THE DEPARTMENT WITH A REQUEST

TO HAVE A COURT-APPOINTED MONITOR ASSIGNED TO THE IMPLEMENTATION PROCESS AT THE EXPENSE OF THE REQUESTING AGENCY. TYPICALLY, AN ATTORNEY OR RETIRED JUDGE IS UTILIZED BY THE COURT FOR THIS POSITION AND IS GIVEN FLEXIBILITY WITHIN SPECIFIED PARAMETERS BY THE COURT TO UTILIZE APPROPRIATE MEANS TO ENSURE THAT CONSTITUTIONAL ISSUES ARE PROTECTED IN ANY SITUATION, AND AT THE SAME TIME NOT REQUIRE A FORMAL COURT PROCEEDING AT EACH STAGE OF THE IMPLEMENTATION. THE COURT MONITOR IN THIS CASE WOULD REPORT BACK TO THE COURT OF JURISDICTION ON THE IMPLEMENTATION OF THE STRATEGY AT REGULAR INTERVALS, THUS DISPLACING THE COURT'S PRESENCE FROM A PROMINENT POSITION AS A BINDING ARBITRATOR IN THE IMPLEMENTATION PROCESS. TO FACILITATE THIS METHODOLOGY, THE COURT MONITOR MUST BE DEEPLY INVOLVED IN THE IMPLEMENTATION PROCESS AND TREATED AS A SOUNDING BOARD AND ADVISOR TO ANY SIGNIFICANT ACTIONS ON THE PART OF THE DEPARTMENT TO IMPLEMENT A STRATEGIC PLAN. IN THIS WAY, THE NEEDS OF THE MONITOR SUCH AS ADHERENCE TO FEDERAL GUIDELINES ON AFFIRMATIVE ACTION, EMPLOYEE RIGHTS, COLLECTIVE BARGAINING, AND ADHERANCE TO ADMINISTRATIVE LAW PROCEDURES WITH REGARD TO TESTING WILL BE ADDRESSED.

#### AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

FOR THIS GROUP, THE PARTICIPATION STRATEGY ("WE ARE FRIENDS" STRATEGY) IS A PERFECT MATCH BECAUSE IN ESSENCE THIS GROUP MUST BE "FRIENDS" WITH THE PROCESS IN ORDER FOR IT TO SUCCEED, THEY MUST BE ASSURED BY EXPLANATION AND ACTION THAT THEIR PRESENCE IN THE CRITICAL MASS IS ONE OF AN ALLIANCE WITH OTHER STAKEHOLDERS TO ACCOMPLISH A COMMON GOAL WHICH IS THE UTILIZATION OF THE MOST EFFECTIVE MEANS OF SELECTING POLICE MANAGERS WHICH ALSO PROTECTS THE UPWARD MOBILITY NEEDS OF UNDER-REPRESENTED GROUPS AND OTHER MINORITIES. A COMPREHENSIVE EXPLANATION OF THE ASSESSMENT CENTER PROCESS AND RELATED

DOCUMENTATION SHOWING ITS LACK OF BUILT-IN BIAS WOULD BE EXCEPTIONALLY HELPFUL WITH THIS CRITICAL MASS GROUP.

### PROMOTIONAL CANDIDATES/PEACE OFFICER ASSOCIATIONS

NOTEWORTHY OF THESE TWO GROUPS IS THAT THEY BOTH INITIALLY WILL ASSUME THE "BLOCK CHANGE" POSITION AND MUST BE MOVED TO EITHER A "LET CHANGE" OR "HELP CHANGE HAPPEN" POSITION FOR THE PLAN TO BE IMPLEMENTED. IF THESE GROUPS ARE NOT ADDRESSED WITH THE PROPER NEGOTIATION STRATEGY, THE IMPLEMENTATION OF ANY STRATEGIC PLAN TO CHANGE A TESTING PROCEDURE WOULD BE HOPELESSLY BOUND IN LITIGATION AND EMPLOYEE GRIEVANCES, CAUSING TIME DELAYS OF AN EXTENSIVE NATURE AS EVIDENCED BY THE CURRENT BACKLOG OF 1-4 YEARS IN OUR CIVIL COURT SYSTEM.

FOR THESE TWO GROUPS, A COMBINATION OF THE PARTICIPATION AND ASSOCIATION NEGOTIATION STRATEGIES WOULD BE PARTICULARLY EFFECTIVE. FIRST, THESE TWO GROUPS MUST BE CONVINCED THAT THEY CAN BE, AND ARE, FRIENDS WITH THE PROCESS AND THE OTHER CRITICAL MASS PARTICIPANTS, EACH WITH A COMMON GOAL. THE ASSOCIATION STRATEGY WOULD BE SECONDARY, YET STILL IMPORTANT. THE TECHNIQUE WOULD BE UTILIZED TO PRESENT DOCUMENTATION TO THE GROUPS ON THE VALIDITY AND FAIRNESS GUARANTEED UNDER THE ASSESSMENT CENTER SYSTEM UTILIZING STUDIES BY REPUTABLE SELECTION AND TESTING CONSULTANT AND CASE HISTORIES BY OTHER GOVERNMENTAL OR POLICE AGENCIES WITH CREDIBLE REPUTATIONS WHO HAVE SUCCESSFULLY IMPLEMENTED THE ASSESSMENT CENTER PROCESS FOR MANAGEMENT LEVEL PROMOTIONS. TESTIMONIAL STATEMENTS FROM POLICE CHIEFS OR SHERIFFS WHO HAVE USED THIS SYSTEM, AS WELL AS STATEMENTS FROM PEACE OFFICER ASSOCIATIONS WHO HAVE BEEN A PART OF THE PROCESS, WOULD PROBABLY BE MOST VALUED BY THESE TWO

PROMOTIONS. TESTIMONIAL STATEMENTS FROM POLICE CHIEFS OR SHERIFFS WHO HAVE USED THIS SYSTEM, AS WELL AS STATEMENTS FROM PEACE OFFICER ASSOCIATIONS WHO HAVE BEEN A PART OF THE PROCESS WOULD PROBABLY BE MOST VALUED BY THESE TWO GROUPS. SURVEYS OF ASSESSMENT CENTER CANDIDATES HAVE, IN THE PAST, BEEN INCLUDED AS AN EXIT INTERVIEW EXERCISE. ONE SUCH EXERCISE COMPLETED BY THE KANSAS CITY POLICE DEPARTMENT FOR AN ASSESSMENT CENTER WITH A 103 CANDIDATES INDICATED THAT 99 WERE GREATLY SATISFIED WITH THE PROCESS (SPIELBERGER, 1979: 216). HARD DATA SUCH AS THIS FROM FELLOW PEACE OFFICERS BOLSTERS THE CREDIBILITY OF THEORETICAL ANALYSIS OR ISSUE PAPERS COMPLETED BY TESTING AND SELECTION EXPERTS WHO, WHILE VIEWED AS QUALIFIED IN THEIR SUBJECT AREA BY THE PEACE OFFICER, ARE STILL NOT A PART OF THE "SWORN FRATERNITY" IN WHICH OFFICERS ALMOST IMMEDIATELY TRUST. DURING NEGOTIATIONS WITH THESE GROUPS, THERE PRE-IMPLEMENTATION INPUT AS WELL AS ACTIVE PARTICIPATION AND PLANNING STAGES SHOULD BE SOLICITED, UTILIZED AND GIVEN EQUAL VALUE TO ANY PARTIES IN THE PLANNING PROCESS, BE THEY LINE, SUPERVISORY, MANAGEMENT OR SUBJECT AREA EXPERT.

#### PERSONNEL SELECTION AND TESTING UNITS

THIS GROUP WHICH WOULD GENERALLY FALL INTO THE "LET CHANGE HAPPEN" CATEGORY SHOULD BE MOVED TO THE "HELP CHANGE HAPPEN" CATEGORY. AGAIN, THE PARTICIPATION STRATEGY WOULD BE APPROPRIATE FOR THIS GROUP, AND OF ALL GROUPS REPRESENTED IN THE CRITICAL MASS, THIS GROUP PROBABLY REPRESENTS THE SIMPLEST ONE TO MOVE FROM ONE CATEGORY TO ANOTHER. THIS IS BECAUSE TESTING AND SELECTION UNITS GENERALLY RELY ON DEPARTMENTAL POLICY, STATUTE AND COURT MANDATES TO DESIGN THEIR TESTING AND SELECTION SYSTEMS. IF THE CRITICAL MASS

GROUP OF THE COURTS WERE TO MOVE IN ANY DIRECTION, TESTING AND SELECTION UNITS WOULD FOLLOW SUIT WITHOUT NEED FOR EXTENSIVE NEGOTIATION STRATEGIES.

### POST COMMISSION/POLICE CHIEFS

BOTH OF THESE GROUPS CURRENTLY FALL WITHIN THE "HELP CHANGE HAPPEN" CATEGORY AND MUST BE MOVED TO THE "MAKE CHANGE HAPPEN" CATEGORY. THE BLANKET STRATEGY FOR NEGOTIATION WOULD BE MOST EFFECTIVE WITH THESE TWO GROUPS SINCE FIRST THE POST COMMISSION CONSISTS OF STATE LEVEL PEACE OFFICER CONSULTANTS WORKING UNDER THE UMBRELLA OF THE POST COMMISSION MADE UP OF POLICE CHIEFS, DISTRICT ATTORNEYS AND SHERIFFS. THE COMMISSION HAS REGULAR AND FREQUENT CONTACT WITH INDIVIDUAL DEPARTMENT HEADS, AS WELL AS ORGANIZATIONS OF DEPARTMENT HEADS SUCH AS THE CALIFORNIA ASSOCIATION OF CHIEFS AND CALIFORNIA ASSOCIATION OF SHERIFFS. BY THROWING A VOLLEY OF ISSUES REGARDING THE PITFALLS OF TRADITIONAL TESTING METHODOLOGY AND THE ADVANTAGES OF ASSESSMENT CENTER TECHNOLOGIES TO POST AND HENCE THE CHIEFS AND SHERIFFS, AN ENDORSEMENT, AT LEAST IN PRINCIPLE, RECOMMENDING THE USE OF ASSESSMENT CENTERS COULD BE OBTAINED. WHILE THIS IS NOT THE IDEAL STATE, IT IS THE FIRST STEP IN GETTING THE CHIEFS, SHERIFFS, AND POST COMMISSION TO MOVE IN THE DIRECTION OF TYING TESTING METHODOLOGY TO CERTIFICATION FOR VARIOUS POSITION LEVELS WITHIN THE MANAGEMENT RANKS OF POLICE AGENCIES. THE REGULATORY STATUS OF POST OVER INDIVIDUAL PEACE OFFICERS AND LAW ENFORCEMENT AGENCIES MAKES THEM A PRIME FORCE TO BE DEALT WITH, SECOND ONLY TO THE COURTS IN PROGRESSING THROUGH AN IMPLEMENTATION STAGE AND EVENTUAL ACTIVATION OF A PLAN AND SUBSEQUENT NEW TEST METHODOLOGY.

## IMPLEMENTATION GROUP STRUCTURE

NOT WITHSTANDING OTHER STRATEGIES OR NEGOTIATION TECHNOLOGIES, PERHAPS THE EASIEST AND MOST CREDIBLE WAY TO MANAGE THE MOVEMENT OF CRITICAL MASS PLAYERS WHILE ACCOMPLISHING THE GOALS AS SET FORTH IN THE SELECTED DESIRED FUTURE STATE IS TO INVOLVE THOSE CRITICAL MASS MEMBERS OR GROUPS IN THE PLANNING AND IMPLEMENTATION OF WHATEVER NEW ACTIVITY IS ABOUT TO BE UNDERTAKEN.

IN ESSENCE, THIS MEANS BUILDING A TESTING TECHNOLOGIES IMPLEMENTATION TEAM UTILIZING THE APPROPRIATE MEMBERS OR REPRESENTATIVES FROM MEMBER GROUPS OF THE CRITICAL MASS TO STEER THE PROJECT. THIS ENSURES THEIR COMMITMENT AND GIVES THEM A POSITIVE STAKE IN THE SUCCESSFUL IMPLEMENTATION. NO TEAM OR COMMITTEE, HOWEVER, CAN SUCCESSFULLY MOVE IN A GIVEN DIRECTION IN THE MOST EFFICIENT AND EXPEDITIOUS MANNER WITHOUT ONE DRIVING FORCE TO ACT AS A LEADER AND FACILITATOR OF THE GROUP. IN THIS INSTANCE, THE CHIEF OF POLICE IS THAT DRIVING FORCE. HE IS THE PARTY FOR WHOM THE AFFECTED INDIVIDUALS WORK AND ALSO THE EXECUTIVE MANAGER WHO MUST PLAY AN ONGOING ROLE IN THE CONTINUING ADMINISTRATION OF THE PROGRAM AND LIVE WITH ITS RESULTS. THE CHIEF OF POLICE, HOWEVER, SHOULD NOT BE INVOLVED AS A REGULARLY IMPANELED MEMBER OF THE COMMITTEE. HIS REPRESENTATION SHOULD BE ACCOMPLISHED BY A CAPTAIN OR ABOVE IN CHARGE OF THE ADMINISTRATIVE SERVICES DIVISION OR TESTING UNIT OF THE DEPARTMENT, ALLOWING THE POLICE CHIEF TO GIVE GENERAL DIRECTION AS TO POLICY AND GOALS. THIS ALLOWS THE CHIEF TO EXERCISE A GREAT DEAL OF CONTROL OVER THE GROUP WHILE NOT LOOKING AS AGGRESSIVE AS HE ACTUALLY IS.

AND FINALLY, BY EMPLOYING VARIED MEMBERS OF THE CRITICAL MASS GROUPS OR PLAYERS TO BE PART OF THE "TTIT" GROUP, AN ASSOCIATION STRATEGY FOR IMPLEMENTATION AUTOMATICALLY BEGINS WITHOUT ANYONE INSTITUTING IT. BY THIS, I MEAN THAT THE VARIED BACKGROUND CONSTITUENCY AND SPECIAL INTEREST REPRESENTED BY EACH MEMBER WILL BEGIN TO "BUY OFF" ON THE PROCESS AS THEY LOOK AT THE MAKEUP OF THE COMMITTEE, KNOWING THAT THEIR REPRESENTATIVE IS A PART OF THIS PROCESS AND THEREFORE MUST, TO SOME DEGREE, ENDORSE IT. THIS WILL MAKE THE PROCESS APPEAR TO BE MORE SAFE OR COMFORTABLE TO THOSE PARTIES WHO WILL BE AFFECTED BY IT.

### TECHNOLOGIES

ONCE THE CRITICAL MASS PLAYERS HAVE BEEN MOVED TO ACCEPTABLE POSITIONS, THE NEGOTIATION STRATEGIES HAVE BEEN DEPLOYED AND WORKING GROUPS HAVE BEEN FORMED, THE STAGE IS ESSENTIALLY SET TO BEGIN A NUMBER OF PHASE IN PROCESSES OF THE IMPLEMENTATION PLAN. AT THIS STAGE OF THE GAME, WHICH COULD BE CHARACTERIZED AS AN INTENSE TRANSITIONAL PROCESS, THE RISK FACTORS ARE THE GREATEST FOR CONFLICT AT ONE END OF THE SPECTRUM AND FOR INNOVATION AT THE OTHER. HOWEVER, IT IS IMPORTANT TO NOTE THAT BOTH OF THESE ELEMENTS CAN COEXIST WITHIN THE SAME GROUP OF PEOPLE AT THE SAME TIME AND HAVE POSITIVE RESULTS IF HANDLED PROPERLY.

THE TECHNOLOGIES, THEN, TO BRING THE GROUP BY STAGE INTO SHARPER FOCUS ON HOW TO TRANSITION INTO THE DESIRED STATE ARE AS FOLLOWS:

## PHASE ONE - ORIENTATION

AFTER GROUP MEMBERS HAVE BEEN SELECTED FROM THE CRITICAL MASS PLAYERS, THE MOVING FORCE OF THE GROUP, I.E., THE CHIEF OF POLICE, SHOULD COMMUNICATE IN WRITING WITH EACH GROUP MEMBER TO EXPLAIN TO THEM HIS IDEAS ON HOW THE GROUP SHOULD TRANSITION INTO IMPLEMENTATION PROCESSES. THE COMMUNICATION SHOULD FURTHER LAY DOWN A PROPOSED TIME PLAN WHICH INCLUDES BENCHMARKS FOR ACCOMPLISHMENT DURING VARIOUS TIME PERIODS WITHIN THE PHASE. A GENERAL OVERVIEW OF ALL PHASES OF THE TRANSITION SHOULD BE GIVEN AT THIS TIME, WITH SPECIFIC EMPHASIS ON THE FIRST PHASE, WHICH CONSISTS OF FOUR MEETINGS AT A TIME SPACING OF ONE PER WEEK FOR ONE MONTH. THE PURPOSE OF THIS SET OF FOUR MEETINGS WILL BE TO INTRODUCE THE GROUP TO FUTURES METHODOLOGY, FORECASTING PRINCIPLES AND THE ANALYSIS OF TRENDS AND EVENTS WHICH COULD EFFECT THE IMPLEMENTATION OF THE PLAN. A CLEAR PICTURE OF THE DESIRED STATE AT THE END OF THE TRANSITION PHASE SHOULD ALSO BE GIVEN. HOPEFULLY, THIS FIRST COMMUNICATION WILL FACILITATE PUTTING GROUP MEMBERS IN THE RIGHT STATE OF MIND TO UTILIZE SYSTEMS WHICH ARE FUTURES-ORIENTED. THIS IS PARTICULARLY IMPORTANT SINCE THE FIRST EXPOSURE TO A FUTURES-ORIENTED MEETING IS OFTEN TIMES UNCOMFORTABLE AND SEEMINGLY UNREALISTIC IF THE GROUP WAS NOT PREVIOUSLY EXPOSED. ALSO CONTAINED IN THE INITIAL NOTIFICATION PACKAGE SHOULD BE A PROPOSED AGENDA FOR THE FIRST MEETING. THIS AND ALL SUBSEQUENT COMMUNICATIONS SHOULD CLEARLY STATE THAT THERE IS ROOM FOR FLEXIBILITY AND INPUT BY ALL GROUP MEMBERS PRIOR TO INITIATION OF ANY MEETING OR AGENDA AND THAT THE DOCUMENTATION PUT FORTH IS MERELY A PROPOSAL OPEN TO ADJUSTMENT BY ANY MEMBER OF THE GROUP. PROCEEDING ALL MEETINGS IN THIS PHASE, A SEPARATE PACKAGE SHOULD BE SENT TO GROUP MEMBERS CONTAINING THE AGENDA AND READING MATERIALS WHICH EXPLAIN THE PROCESSES TO BE USED AND FURTHER DEFINE UNFAMILIAR TECHNOLOGIES OR TERMINOLOGY.

THESE MEETINGS ALSO SERVE TO GRADUALLY MAKE THE GROUP MORE COMFORTABLE WITH EACH MEMBER AND DEVELOP A TRUST BOND WHICH EVENTUALLY WILL ALLOW FOR ISSUES AND ALTERNATIVES TO BE MORE SWIFTLY ADDRESSED AND ALLOW THE GROUP TO DISPENSE RAPIDLY WITH THE ONCE-THOUGHT MANDATORY FORMALITY ASSOCIATED WITH GROUP ACTIVITIES. ALSO DURING THESE MEETINGS, THE GROUP WILL BE ABLE TO EXAMINE WITH GREAT DETAIL THE STRATEGIC PLAN AND IDENTIFY ANY AREAS WHICH ARE POTENTIAL ROADBLOCKS TO THE PLAN'S SUCCESS. THE GROUP CAN USE THE IDENTIFICATION OF THESE ROADBLOCKS OR OTHER PROBLEMS TO IDENTIFY STRATEGIES IN ADVANCE TO ADDRESS THE NECESSARY SOLUTIONS.

## PHASE TWO - TRANSITION PLANNING

ONCE THE GROUP HAS FINE TUNED THE ISSUES AND HAS BECOME COMFORTABLE WITH THE GOALS AND OBJECTIVES THAT ARE THE GROUP'S RESPONSIBILITY, THE MEAT OF THE ACTUAL TRANSITION PLANNING PROCESS CAN BEGIN. THREE TO FIVE MONTHS TIME FRAME WILL BE USED FOR THIS PHASE, DIVIDED INTO SEVEN MEETINGS. DURING THESE MEETINGS, THE GROUP MEMBERS WILL ESTABLISH ADVANCE AGENDAS FOR THE MEETINGS WITH BENCHMARKS OF ACCOMPLISHMENTS NECESSARY TO IMPLEMENT THE PLAN ON A DESIRED DATE. THE REPRESENTATIVE OF THE CHIEF WILL ASK COMMITTEE MEMBERS TO ACCEPT RESPONSIBILITY FOR RESEARCH SPECIFIC ITEMS WITHIN THE TRANSITION AND STRATEGIC PLAN AND LEAD A SUBSEQUENT MEETING ON THAT ISSUE FOR GROUP CONSIDERATION. EXAMPLES OF THOSE THINGS WHICH THE GROUP WOULD CONSIDER IN PHASE TWO WITH SPECIFIC REFERENCE TO ASSESSMENT CENTER TECHNOLOGIES WOULD BE SUCH THINGS AS:

1. CONSIDERATION OF WHETHER OR NOT TO UTILIZE A PROFESSIONAL ASSESSMENT

CENTER CONSULTANT OR ATTEMPT TO DEVELOP A PROCESS USING IN-HOUSE PERSONNEL ANALYSTS.

2. BEGIN THE CONDUCT OF A JOB ANALYSIS UTILIZING POSITION DESCRIPTION QUESTIONNAIRES TO ALL CURRENT EMPLOYEES IN THE JOB CATEGORIES WHERE AN ASSESSMENT CENTER TESTING WILL BE USED.
3. DEVELOP PRELIMINARY TASK KNOWLEDGE, SKILL, ABILITY AND BEHAVIORAL CHARACTERISTIC INVENTORIES (KSAB) FOR UTILIZATION IN THE PREPARATION OF TESTING DIMENSIONS (JOINER, 1984: 435-450).
4. THE DEVELOPMENT OF CRITICAL TASK SYSTEMS TO IDENTIFY THOSE SPECIFIC DIMENSION AREAS WHICH WOULD APPLY TO THE VARIOUS MANDATORY TASKS FOR EACH JOB DESCRIPTION TO BE TESTING.
5. CONDUCT AN ASSESSMENT OF THE OVERALL ACCEPTABILITY OF THE ASSESSMENT CENTER IDEA WITH EMPLOYEES CURRENTLY IN A POSITION TO TEST FOR MANAGEMENT LEVEL POSITIONS.
6. DESIGN TRAINING SYMPOSIUMS FOR POTENTIAL CANDIDATES TO LESSEN APPREHENSION BY DESCRIBING THE ATTRIBUTES OF THE ASSESSMENT CENTER PROCESS AND EXACTLY HOW IT WORKS.
7. SCHEDULE REGULAR BRIEFINGS WITH GOVERNMENTAL CONTROL AGENCIES SUCH AS CITY COUNCILS, PERSONNEL BOARDS OR OTHER LEGISLATIVE BODIES TO GIVE STATUS REPORTS AS TO THE GROUP'S PROGRESS.

PHASE TWO WOULD ALSO CONSIST OF ADDRESSING NEW ORGANIZATIONAL PROCEDURES AND STRUCTURES WHICH WILL BE USED AS A RESULT OF IMPLEMENTATION OF A PLAN TO UTILIZE ASSESSMENT CENTERS. SOME OF THESE ARE:

1. NEW WORK FLOW OR TASK ASSIGNMENT.
2. NEW REPORTING CRITERIA AND COMMUNICATION FLOW.
3. THE FORMAL STRUCTURE OF THE PERSONNEL UNIT ASSIGNED TO ADMINISTER THE ASSESSMENT CENTERS.
4. THE NEW RELATIONSHIP BETWEEN THE LINE PROGRAM TO BE EFFECTED BY ASSESSMENT CENTER USE AND THE ADMINISTRATIVE PROGRAMS WHICH WILL ADMINISTER THEM.
5. THE IDENTIFICATION OF THE NECESSARY RESOURCES TO ADMINISTER THE PROCESS IN LIGHT OF THE FACT THAT ASSESSMENT CENTERS ARE KNOWN TO BE MORE EXPENSIVE THAN TRADITIONAL TESTING METHODOLOGY.
6. DESIGN SYSTEMS FOR IDENTIFYING, ORIENTATING AND TRAINING ASSESSORS TO BE USED IN THE PROCESS.
7. THE IDENTIFICATION OF THE SPECIFIC DIMENSIONS TO BE TESTED AND EXERCISES WHICH WILL ACCOMPLISH THAT.

SOME TASKS IN THIS CATEGORY CAN BE ELIMINATED IF A PRIVATE CONSULTANT FIRM IS CONTRACTED TO PROVIDE THE "IN" DATA TO THE GROUP BASED ON INDEPENDANT RESEARCH.

### PHASE THREE - APPROVAL

THIS PROCESS COULD TAKE BETWEEN TWO-SIX MONTHS, DEPENDING UPON THE TYPE OF LEGISLATIVE BODY OR REGULATORY AGENCY WHICH MUST GIVE ITS APPROVAL PRIOR TO THE ACTUAL IMPLEMENTATION OF THE PLAN AND ASSESSMENT CENTER PROCESS.

GENERALLY SPEAKING, CITY AND COUNTY GOVERNMENTS ACT MORE SWIFTLY ON PLANS SUCH AS THE ONE DESCRIBED AND MAY APPROVE OR DISAPPROVE AFTER A SHORT STUDY AND SEVERAL MEETINGS. AT THE STATE OR FEDERAL LEVEL, HOWEVER, IMPLEMENTATION OF THESE PLANS MAY REVOLVE AROUND THE TIME SCHEDULING OF MAJOR BOARDS SUCH AS THE STATE PERSONNEL BOARD OR THE DEPARTMENT OF PERSONNEL ADMINISTRATION, OR EVEN LEGISLATIVE BODIES SUCH AS THE CALIFORNIA OR U. S. LEGISLATURE. IN ANY CASE, HOWEVER, THE RESULT OF STUDIES AND COMPILATION OF DATA IN PHASE TWO WOULD RESULT IN THE FORMATION OF A PROPOSAL AND MASTER PLAN TO BE PRESENTED TO THE REGULATORY/LEGISLATIVE BODY FOR APPROVAL AND SUBSEQUENT ALLOCATION OF ANY NECESSARY RESOURCES TO AUGMENT STAFF, EQUIPMENT OR FACILITIES. IT IS IMPORTANT TO NOTE, HOWEVER, THAT CONTACT WITH THE REGULATORY BODIES AS MENTIONED BRIEFLY BEFORE SHOULD NOT BE INITIATED ONLY DURING THE FINAL PHASES OF THE TRANSITION PLAN, BUT RATHER, THROUGHOUT THE BEGINNING OF THE PLAN TO KEEP THE REGULATORY BODY APPRISED. ACCEPTANCE OF A PLAN OF WHICH THE REGULATORY BODIES HAD PRIOR KNOWLEDGE AND PERHAPS INPUT IS OFTEN TIMES MUCH SMOOTHER.

### PHASE FOUR - IMPLEMENTATION

THREE MONTHS WOULD BE A GENERALLY ACCEPTABLE TIME FRAME TO IMPLEMENT THE FINAL PROCESS OF UTILIZING ASSESSMENT CENTERS AS A MANAGEMENT PROMOTIONAL TOOL. WHILE THIS TIME FRAME MAY SEEM SOMEWHAT SHORT, THE IMPLEMENTATION

STAGE DOES NOT NECESSITATE EXTENSIVE TIME PERIODS BECAUSE, RATHER THAN FORMING A GROUP OR UNIT OR PLACE THAT NOW ADMINISTERS A PROCESS, THIS PLAN IS MERELY INITIATING A NEW PROCESS TO BE MANAGED AND ADMINISTERED BY, FOR THE MOST PART, EXISTING PERSONNEL AND FACILITY RESOURCES. THE MAJOR WORK BASE FOR THIS PHASE INVOLVES THE ACTUAL PROGRAM PERSONNEL MORE THAN THE CRITICAL MASS COMMITTEE. THE CRITICAL MASS COMMITTEE AT THIS POINT WOULD RELIEVE ITSELF OF ITS HANDS-ON RESPONSIBILITIES AND ACT IN AN ADVISORY CAPACITY TO PROGRAM PERSONNEL IN THE TESTING AND SELECTION UNIT OF THE DEPARTMENT TO ENDORSE THEIR ACTIVITIES AND PROVIDE GUIDANCE ON THE TRANSITION PROCESS WHERE NECESSARY. THE MAIN WORK ITSELF WOULD CONSIST OF VERY SPECIFIC TRAINING SESSIONS FOR POTENTIAL CANDIDATES, ASSESSORS, TRAINING AND SELECTION STAFF OR OTHER INTERESTED PARTIES WHICH HISTORICALLY DESCRIBES THE USE OF THE PROCESS, HOW THE DECISION WAS MADE TO UTILIZE IT IN THE AGENCY AND EXACTLY HOW THE PROCESS WORKS. THESE COURSE WOULD ALSO BE USED TO "SELL" THE PROCESS ONE FINAL TIME TO REASSURE ALL PARTIES INVOLVED THAT IT IS A WELL THOUGHT OUT, PLANNED AND IMPLEMENTED PROCESS WHICH HAS HAD THE INPUT OF A DIVERSE GROUP OF PARTIES ALL WITH A LEGITIMATE AND INTENSE INTEREST IN THE SUCCESS OF THE PROCESS AND THE EMPLOYEES WHICH IT WILL ASSESS. POTENTIAL CANDIDATES WILL, AT THEIR ORIENTATION SESSIONS, BE GIVEN AMPLE DOCUMENTATION ON THE ASSESSMENT CENTER PROCESS TO FURTHER STUDY AT THEIR LEISURE. THIS WILL LESSEN THE ANXIETY OR APPREHENSION OF A NEW SYSTEM AND ENSURE THAT THESE FACTORS HAVE A MINIMAL EFFECT ON ANY SUBSEQUENT TESTING AND SCORING EFFORTS. (JOINER, 1984: 442)

AT LAST, THE NEW PROCESS IS IN PLACE AND SCHEDULED FOR ALL SUBSEQUENT EXAMINATIONS AT THE MANAGEMENT RANK LEVEL. AT THIS TIME, ANNOUNCEMENT OF THE IMPLEMENTATION WOULD BE SENT TO THE PEACE OFFICERS STANDARDS AND TRAINING COMMISSION CONFIRMING THAT THEY WILL OBSERVE THE PROCESS AND ALSO

LETTERS WOULD BE SENT TO NEARBY REGIONAL DEPARTMENTS WHO MIGHT HAVE AN INTEREST IN THE PROCESS AND LATER WISH TO JOIN IT TO MAXIMIZE STANDARDIZATION OF EFFECTIVE TESTING AND MINIMIZE COST.

### TECHNOLOGY CONCLUSION

AS THE IMPLEMENTATION GROUP EMPLOYS THE TECHNOLOGIES LISTED IN THE VARIOUS PHASES OF THE IMPLEMENTATION TRANSITION STAGE, THEY WILL HAVE COVERED ALL OF THE MAJOR ISSUE AREAS NECESSARY TO SUCCESSFULLY IMPLEMENT THE STRATEGIC PLAN. BY CONSIDERING POTENTIAL PROBLEM AREAS OR ISSUES IN ADVANCE OF THEIR OCCURRENCE AND USING CONTINGENCY PLANNING, THE CRITICAL MASS GROUP WILL BE WELL PREPARED TO QUICKLY ANALYZE AND HANDLE CONFLICTS WHICH MAY ARISE IN THE TRANSITION PHASE. UTILIZING THIS PROCESS, THIS STRATEGIC PLAN WILL HAVE THE BEST CHANCE OF SUCCEEDING IN A "WIN-WIN" SCENARIO FOR ALL OF THE MAJOR STAKEHOLDER AND CRITICAL MASS GROUPS WITHOUT SACRIFICING THE INTENT AND PURPOSE OF THE STRATEGIC PLAN.

CONCLUSION

## CONCLUSION

TODAY, LAW ENFORCEMENT IS A RAPIDLY CHANGING PROFESSION IN A FRENETICALLY CHANGING ENVIRONMENT. A PLETHORA OF ISSUES AND ETHICAL DILEMMAS SUCH AS THE INFUSION OF HIGH TECH INTO THE POLICE ENVIRONMENT, IN-HOME CUSTODY PROGRAMS, MERCY KILLING HOMICIDES AND CRIME RATES TIED TO THE EBB AND FLOW OF THE NATIONAL ECONOMY DEMAND THAT TODAY'S POLICE AGENCY AND ITS MANAGERS BE MORE PROGRESSIVE AND FLEXIBLE THAN EVER. YET THE WAY WE TEST AND SELECT OUR POLICE MANAGEMENT STAFF SEEMS TO HAVE REMAINED LARGELY THE SAME FOR THE LAST 50 YEARS, IRRESPECTIVE OF THE AVAILABILITY OF A NEW AND MORE ACCURATE TESTING TECHNOLOGY. WHILE WE HAVE ENTRUSTED THE PUBLIC SAFETY IN PART TO OUR RELIANCE ON HIGH TECHNOLOGY ITEMS, WE ARE RELUCTANT TO ENTRUST WHETHER OR NOT WE WILL GET PROMOTED TO THE HIGH-TECH EQUIVLENT IN THE ARENA OF TESTING AND SELECTION.

THE SIMPLE TRUTH IS THAT AS THE JOB OF A POLICE MANAGER BECOMES MORE COMPLEX AND CRITICAL, SO MUST THE PROCESS BY WHICH WE SELECT OUR MANAGEMENT STAFF. THE CONSEQUENCE OF ERROR IN SELECTION AT THIS LEVEL IS TOO COSTLY TO DO OTHERWISE.

IN THE BEGINNING OF MY STUDY AND IN A EFFORT TO NARROW THE GENERAL ISSUE TO BE DISCUSSED, A FUTURES WHEEL AND LITERATURE SCANS HELPED TO BRING THE ESSENCE OF THE ISSUE IN O MORE CLARITY. IT BECAME APPARENT THAT WHILE WE ARE JUST BEGINNING TO SEE THE USE OF ASSESSMENT CENTERS FOR MANAGEMENT PROMOTIONS, THEY HAVE, IN FACT, BEEN IN USE ON A LIMITED BASIS BY VARIOUS GOVERNMENT AGENCIES SINCE THE 1940'S. IT SEEMS IRONIC, AGAIN THROUGH LITERATURE SCANNING, THAT THE PROCESS ALMOST DROPPED FROM SIGHT AND WAS

LATER PICKED UP BY PRIVATE INDUSTRY ALMOST EXCLUSIVELY. ONLY RECENTLY HAS GOVERNMENT RETURNED TO THE PROCESS. BUT IN ORDER TO REALLY ASCERTAIN WHETHER OR NOT THE ASSESSMENT CENTER PROCESS WOULD GAIN A SECURE Foothold AND THEN BECOME THE PREDOMINANT TESTING PROCESS OF THE FUTURE FOR MANAGEMENT LEVEL PROMOTIONS, A FORECASTING EFFORT WAS UNDERTAKEN. UTILIZING RECOGNIZED FORECASTING TECHNIQUES, A NOMINAL GROUP IDENTIFIED A SUBSTANTIAL LIST OF FUTURE ISSUES WHICH WAS LATER PARED DOWN TO FIVE KEY ISSUES FOR THE FORECASTING PROCESS. THESE TRENDS WERE LATER COMBINED WITH FORECASTED EVENTS FOR THE FUTURE AND CROSS IMPACTED TO ALLOW FOR THE FORMULATION OF THREE FUTURE SCENARIOS PROJECTED APPROXIMATELY TEN YEARS FROM THE PRESENT.

THE FORECASTED SCENARIO UTILIZED FOR THE REMAINDER OF THE STUDY WAS ONE WHICH PROJECTED THAT ASSESSMENT CENTERS WOULD BE USED AS A TESTING METHOD FOR POLICE MANAGERS ON A SOMEWHAT LIMITED BASE, BUT WITH A GRADUALLY INCREASING TREND DUE IN PART TO SEVERAL SOCIAL, POLITICAL, ECONOMIC AND TECHNOLOGICAL REASONS. OF NOTE, THE STUDY GROUP DETERMINED THAT ASSESSMENT CENTERS COULD WELL BE USED ON A MUCH LARGER SCALE TODAY AND THEIR HIGH COST FACTOR MITIGATED TO SOME DEGREE BY THE USE OF REGIONAL TESTING, REMOTE VIDEO EQUIPMENT AND CAFETERIA STYLE EXERCISES WHICH COULD BE DESIGNED TO FIT THE MORE GENERIC NEEDS OF THE JOB REQUIREMENTS FOR A POLICE MANAGER.

THE GROUP ALSO FORECASTED THE CONTINUED INVOLVEMENT, AS A MUST FOR THE IMPLEMENTATION OF ANY NEW TESTING PROCESS SUCH AS ASSESSMENT CENTERS, OF A MULTI-DISCIPLINARY GROUP OF SUBJECT AREA EXPERTS WHO HAVE A DEFINITE STAKE IN THE FUTURE UTILIZATION OF ASSESSMENT CENTERS. THOSE STAKEHOLDERS OF COURSE WERE NOT RANDOMLY ASSOCIATED, BUT RATHER CONNECTED BY THEIR VARIOUS SPECIAL INTEREST GROUPS AFFILIATIONS WITH SOME OF THE MORE PERTINENT ISSUES

SURROUNDING TESTING AND SELECTION SUCH AS ETHNIC BIAS, FAIRNESS, JOB RELATEDNESS, PREDICTIVE VALIDITY AND COST.

A STRATEGIC PLAN TO IMPLEMENT ASSESSMENT CENTER PROCESS IN A POLICE DEPARTMENT WAS DEVELOPED UTILIZING THIS MULTI-DISCIPLINARY GROUP OF STAKEHOLDERS AND LATER PARING THEM DOWN TO THE CRITICAL MASS. THE CRITICAL MASS WAS USED BECAUSE IT REPRESENTED A BROAD BASE OF KNOWLEDGE AND SUPPORT FOR THE PROCESS WITH A RESULTANT HIGH CREDIBILITY LEVEL OF THE END PRODUCT.

THESE REPRESENTATIVE CRITICAL MASS STAKEHOLDERS, BECAUSE OF THEIR POSITIONS WITHIN GOVERNMENT AGENCIES AND SOCIETY IN GENERAL, ALLOWED FOR THE USE OF NEGOTIATION STRATEGIES SUCH AS ASSOCIATION AND BLANKET WHICH GUARANTEED A HIGH EXPOSURE RATE TO VARIOUS SEGMENTS OF OUR PROFESSIONAL SOCIETY CONCERNED WITH THE TESTING AND SELECTION PROCESS AND MADE THE PROCESS MUCH EASIER TO SELL TO REGULATORY GROUPS.

IF THE EVENTS AND TRENDS PROJECTED IN THIS STUDY, AS WELL AS THE RESULTANT STRATEGIC PLAN, TRANSITION AND IMPLEMENTATION PLANS, WERE MOVED FROM THE HYPOTHETICAL TO THE ACTUAL, THE PROCESSES USED IN THIS PAPER HAVE SHOWN THAT IN ORDER FOR A DESIRED FUTURE TO BE ONE WHICH IS REPRESENTATIVE OF THE DESIRES OF THE FORECASTER AND STAKEHOLDER, THE PROPER METHODOLOGY, TECHNOLOGIES AND STRATEGY MUST BE INTERWOVEN TO HAVE THE DESIRED FUTURE STATE ARRIVE WITH STABILITY RATHER THAN TURBULANCE AND UNCERTAINTY. IN THE SPECIFIC CASE OF THE EMPLOYMENT OF ASSESSMENT CENTERS FOR MANAGEMENT RANK TESTING AND SELECTION, WE MUST STRIVE FOR A STABLE FUTURE PREDICATED ON THE APPROPRIATE AND PROPER SELECTION OF OUR MANAGEMENT PERSONNEL WHO SET THE COURSE FOR LAW ENFORCEMENT'S LONG RANGE FUTURE AND TRANSLATE STRATEGY INTO THE TACTICS, TACTICS INTO ACTION, AND ACTION INTO GOAL ACHIEVEMENT.

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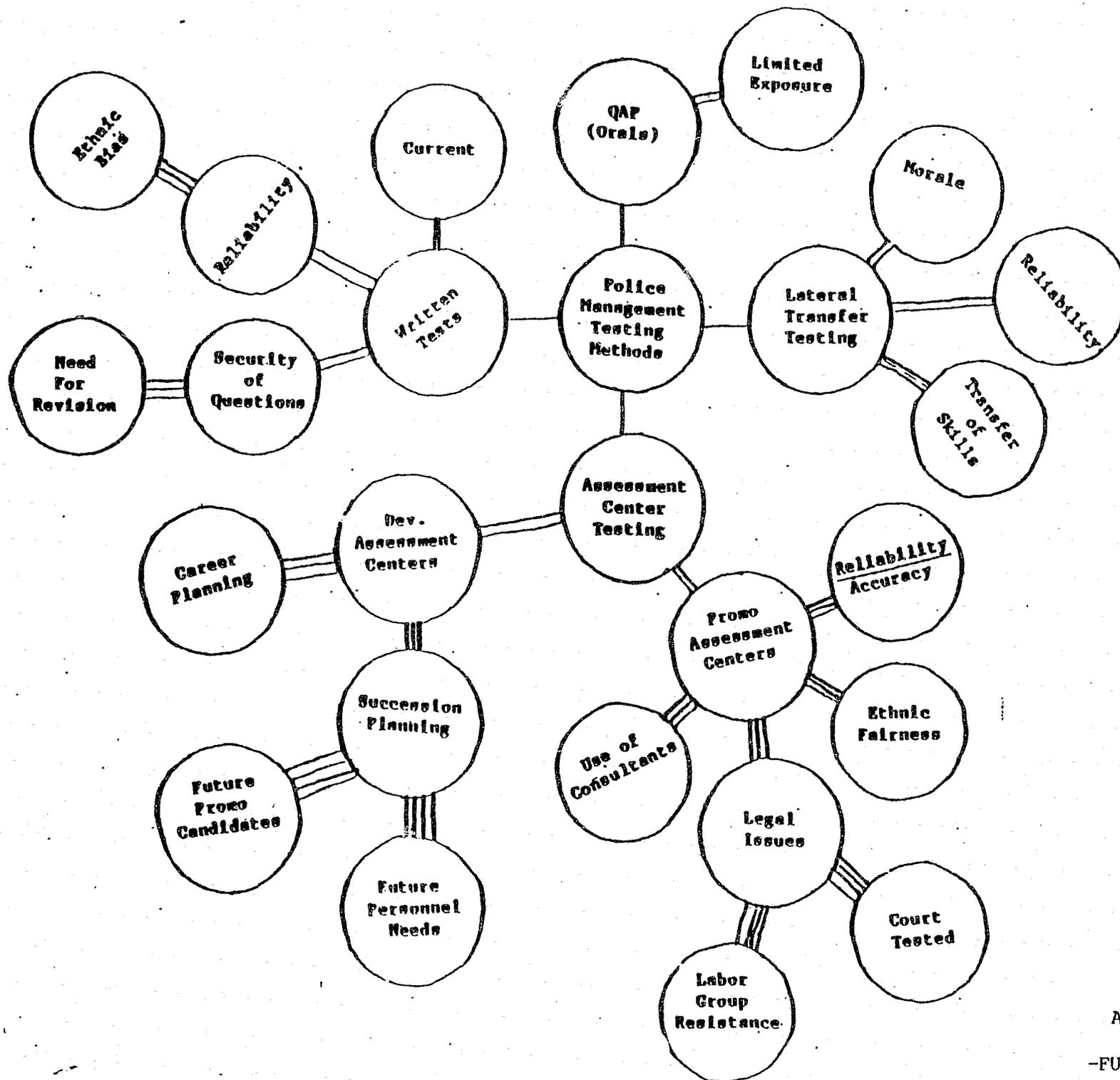
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**APPENDIX**

## APPENDIX

1. FUTURES WHEEL
2. EVENT EVALUATION FORM
3. NGT/STUDY GROUP
4. TREND EVALUATION FORM
5. ASSESSMENT CENTER PROCESS SURVEY
6. CAPABILITY ANALYSIS: RATING
7. CAPABILITY ANALYSIS: RATING 2
- 7A. READINESS/CAPABILITY CHART
8. STAKEHOLDER LIST
9. CRITICAL TASK PERFORMANCE RATING
10. ASSESSING YOUR ORGANIZATION'S (KEY LEADERS) READINESS FOR MAJOR CHANGE
11. EVENT EVALUATION GRAPHS (A THROUGH E)



## EVENT EVALUATION FORM

EVENT STATEMENT	PROBABILITY			NET IMPACT ON THE ISSUE AREA (-10 to +10)	NET IMPACT ON LAW ENFORCE- MENT (-10 to +10)
	Year that Probability First Exceeds Zero	By 1992 (0-100)	By 1997 (0-100)		
1) California courts require multi-phase assessment testing to eliminate racial/cultural bias in management positions.	1990	36.6	58.3	+7.6	+6.3
2) City/County/State personnel boards require assessment centers above supervisory salary ranges.	1992	13	34	+8	+7.4
3) The use of assessment centers is a prerequisite for management level promotions prior to receipt of federal funds/grants.	1991	27.5	45	+9	+6.5
4) Assessment centers are no longer used because of lack of funds and oversized candidate pools as departments grow larger.	1990	12.5	18.7	-8.25	-3
5) Budget limiting propositions similar to Proposition 13 (Gann/Jarvis) become law.	1989	35	49.7	-5	-5

NGT/STUDY GROUP

1. KIRK BERGER, MANAGER  
PERSONNEL SERVICES DIVISION  
COOPERATIVE PERSONNEL SERVICES, INC.
2. LINLA BRUGHELLI, PERSONNEL CHIEF  
CALIFORNIA DEPARTMENT OF JUSTICE
3. TOM GORMAN, ASSISTANT BUREAU CHIEF  
CALIFORNIA DEPARTMENT OF JUSTICE
4. WAYNE HEINE, CHIEF  
LABOR RELATIONS
5. BARBARA KRABbenhOFT, MANAGER  
TESTING AND SELECTION UNIT
6. RICHARD MALIN, SUPERVISOR  
ADMINISTRATIVE SUPPORT UNIT  
BUREAU OF NARCOTIC ENFORCEMENT
7. BOB NISHIMOTO, CHIEF  
BUDGET AND DEPARTMENTAL SERVICES  
ATTORNEY GENERAL'S OFFICE
8. AISHA WALTON, AFFIRMATIVE ACTION OFFICER  
ATTORNEY GENERAL'S OFFICE
9. FRANCES WRIGHT, SENIOR PERSONNEL ANALYST  
COUNTY OF SACRAMENTO

TECHNICAL ADVISOR: DENNIS JOINER, JOINER AND ASSOCIATES, INC.  
TESTING AND SELECTION CONSULTANTS  
AUTHOR

## TREND EVALUATION FORM

TREND STATEMENT		LEVEL OF THE TREND (Ratio: Today = 100)			
		5 Years Ago	Today	"Will be" in 10 Years	"Should be" in 10 Years
18) Increasing management workload with a decrease in funding for law enforcement administration/operations.		60	100	175	90
15) Increasing demand for testing which eliminates the effects of sexual/ethnic bias.		65	100	205	130
5) Increasing involvement of the courts in the makeup and administration of promotional testing.		56	100	190	115
4) Increased use regionalized promotional testing by law enforcement agencies to standardize quality and share costs.		22.5	100	180	157
1) POST plays a more dominant/regulatory role in the development of law enforcement promotion exam standardization.		60	100	125	290

ASSESSMENT CENTER PROCESS SURVEY

THE CALIFORNIA HIGHWAY PATROL, SAN BERNARDINO COUNTY SHERIFF'S DEPT., SACRAMENTO COUNTY SHERIFF'S DEPT., SANTA ROSA POLICE DEPT., STOCKTON POLICE DEPT., OAKLAND POLICE DEPT., RICHMOND POLICE DEPT., BAKERSFIELD POLICE DEPT., SAN FRANCISCO POLICE DEPT. AND UNION CITY POLICE DEPT. WERE CONTACTED REGARDING THE ASSESSMENT CENTER PROCESS. BELOW ARE THE QUESTIONS ASKED AND A SUMMARY OF THEIR RESPONSES:

1. WHAT TESTING PROCESS WAS PREVIOUSLY USED?

ALL TEN AGENCIES HAVE PREVIOUSLY USED THE CONVENTIONAL TESTING PROCESS WHICH CONSISTED OF EITHER A WRITTEN AND ORAL EXAM, OR A STRUCTURED ORAL ONLY. ALTHOUGH THE CALIFORNIA HIGHWAY PATROL USES THE ASSESSMENT CENTER PROCESS, IT IS ONLY USED FOR CAREER DEVELOPMENT, THEY STILL USE A WRITTEN AND ORAL EXAM FOR PROMOTIONS.

THE ASSESSMENT CENTER PROCESS IS USED FOR A WIDE RANGE OF CLASSIFICATIONS SUCH AS LIEUTENANTS, CAPTAINS, ASSISTANT CHIEFS, SAFETY MANAGEMENT EMPLOYEES, AND DEPARTMENT HEADS.

2. IS CURRENT ASSESSMENT CENTER CONDUCTED BY CITY/COUNTY OR PRIVATE CONSULTANT?

STOCKTON POLICE DEPT., BAKERSFIELD POLICE DEPT., SAN FRANCISCO POLICE DEPT., RICHMOND POLICE DEPT., AND OAKLAND POLICE DEPT. HIRE OUTSIDE CONSULTANTS TO ADMINISTER THE ASSESSMENT CENTER PROCESS. SACRAMENTO COUNTY SHERIFF'S DEPT. AND THE CALIFORNIA HIGHWAY PATROL CONDUCT THE ASSESSMENT CENTER PROCESS WITH INHOUSE STAFF. SAN BERNARDINO COUNTY SHERIFF'S DEPT. CONDUCTS THE ASSESSMENT CENTER PROCESS WITH THEIR STAFF; HOWEVER, THEY DO HIRE OUTSIDE EVALUATORS.

3. WILL THEY CONTINUE TO USE THE ASSESSMENT CENTER OVER THE NEXT 5 OR 10 YEARS?

THE MAJORITY RESPONDED TO THIS QUESTION WITH "YES THEY WILL CONTINUE TO USE THE ASSESSMENT CENTER PROCESS FOR AS LONG AS THEY CAN OR INDEFINITELY".

4. WAS THE ASSESSMENT PROCESS LESS/MORE EXPENSIVE THAN CONVENTIONAL TESTING?

ALL AGREED THE PROCESS IS VERY COSTLY AND LABOR INTENSIVE. THE COST CAN RANGE FROM \$4,000 TO \$9,000 DEPENDING ON THE SERVICES PROVIDED BY THE CONSULTANT.

5. HAS THE PROCESS PROVEN RELIABLE IN SELECTING SUCCESSFUL MANAGERS?

NINE OF THE TEN AGENCIES CONTACTED INDICATED THE RESULTS OF THE ASSESSMENT CENTER PROCESS HAVE PROVEN TO BE EXTREMELY RELIABLE IN SELECTING SUCCESSFUL MANAGERS. THEY HAVE BEEN VERY PLEASED AND SATISFIED WITH THE RESULTS.

BETH GARRETT OF UNION CITY POLICE DEPT. INDICATED THE RESULTS ARE QUESTIONABLE AND IT IS HER OPINION THAT YOU CAN OBTAIN THE SAME RESULTS USING OTHER TESTING METHODS.

ALSO, YOU REQUESTED I CONTACT TEN OTHER LAW ENFORCEMENT AGENCIES WHO DO NOT USE THE ASSESSMENT CENTER PROCESS. THOSE AGENCIES CONTACTED WERE SAN LUIS OBISPO COUNTY SHERIFF'S DEPT., FORT BRAGG POLICE DEPT., SANTA BARBARA POLICE DEPT., LOS ANGELES POLICE DEPT., FAIRFIELD POLICE DEPT., PLACERVILLE POLICE DEPT., DEPT. OF ALCOHOLIC BEVERAGE CONTROL, DEPT. OF CONSUMER AFFAIRS, REDDING POLICE DEPT., AND SANTA CLARA COUNTY SHERIFF'S DEPT. THE QUESTIONS ASKED AND A SUMMARY OF THEIR RESPONSES ARE BELOW:

L. ARE YOU COMPLETELY SATISFIED WITH THE CURRENT TESTING PROCESS?

ALL THE AGENCIES INDICATED THEY WERE COMPLETELY SATISFIED WITH THEIR CURRENT TESTING PROCESS. THE MAJORITY'S TESTING PROCESS CONSISTS OF A WRITTEN AND ORAL EXAM.

2. HAVE YOU HEARD OF OR CONSIDERED THE ASSESSMENT CENTERS AS A TESTING METHOD?

SANTA CLARA COUNTY SHERIFF'S DEPT., PLACERVILLE POLICE DEPT., FAIRFIELD POLICE DEPT., LOS ANGELES POLICE DEPT. AND SANTA BARBARA POLICE DEPT. HAVE HEARD OF THE ASSESSMENT CENTER PROCESS AND USED IT AT ONE TIME IN THE PAST. SOME AS CURRENT AS TWO YEARS AGO AND SOME AS FAR BACK AS 12 YEARS AGO. THEY DISCONTINUED THE ASSESSMENT CENTER PROCESS BECAUSE IT WAS TOO TIME CONSUMING AND COSTLY.

REDDING POLICE DEPT., FORT BRAGG POLICE DEPT. AND SAN LUIS OBISPO COUNTY SHERIFF'S DEPT. HAVE ALL HEARD OF THE ASSESSMENT CENTER PROCESS BUT HAVE NO INTENTION OF USING IT.

DEPT. OF CONSUMER AFFAIRS AND DEPT. OF ALCOHOLIC BEVERAGE CONTROL HAVE NOT HEARD OF THE ASSESSMENT CENTER PROCESS.

3. IS COST A FACTOR IN CHANGING TO THE ASSESSMENT CENTER PROCESS?

ALL THE AGENCIES EXCEPT FAIRFIELD POLICE DEPT. AND REDDING POLICE DEPT. AGREED THAT COST WAS A MAJOR FACTOR IN CHANGING TO THE ASSESSMENT CENTER PROCESS. HOWEVER, FAIRFIELD AND REDDING POLICE DEPARTMENTS INDICATED THAT COST WAS NOT THE REASON FOR NOT CHANGING TO THE ASSESSMENT CENTER PROCESS, AND THAT THE REASONS FOR NOT WANTING TO SWITCH WAS THE PROCESS WAS TOO TIME CONSUMING AND THE RESULTS WERE QUESTIONABLE.

4. DO YOU FORESEE YOUR AGENCY SWITCHING TO ASSESSMENT CENTERS IN THE FUTURE? IF SO, WHEN? L-LO YEARS (SPECIFIC) IF NOT, WHY?

ALL THE AGENCIES HAVE NO INTENTION OF EVER SWITCHING TO THE ASSESSMENT CENTER PROCESS. THEY ARE ALL COMPLETELY SATISFIED WITH THEIR CURRENT TESTING PROCESS.

CAPABILITY ANALYSIS: RATING

- I SUPERIOR. BETTER THAN ANYONE ELSE. BEYOND PRESENT NEED.
- II BETTER THAN AVERAGE. SUITABLE PERFORMANCE. NO PROBLEMS.
- III AVERAGE. ACCEPTABLE. EQUAL TO COMPETITION. NOT GOOD, NOT BAD.
- IV PROBLEMS HERE. NOT AS GOOD AS IT SHOULD BE. DETERIORATING. MUST BE IMPROVED.
- V REAL CAUSE FOR CONCERN. SITUATION BAD. CRISIS. MUST TAKE ACTION TO IMPROVE.

CATEGORY	I	II	III	IV	V
MANPOWER	_____	X	_____	_____	_____
TECHNOLOGY	_____	X	_____	_____	_____
EQUIPMENT	_____	X	_____	_____	_____
FACILITY	_____	_____	X	_____	_____
MONEY	_____	_____	X	_____	_____
CALLS FOR SERVICE	_____	_____	_____	X	_____
SUPPLIES	_____	X	_____	_____	_____
MANAGEMENT SKILLS	_____	X	_____	_____	_____
P.O. SKILLS	X	_____	_____	_____	_____
SUPERVISORY SKILLS	_____	X	_____	_____	_____
TRAINING	X	_____	_____	_____	_____
ATTITUDES	_____	X	_____	_____	_____
IMAGE	X	_____	_____	_____	_____
COUNCIL SUPPORT	_____	_____	X	_____	_____
C.M. SUPPORT	N/A	N/A	N/A	N/A	N/A
GROWTH POTENTIAL	_____	X	_____	_____	_____
SPECIALTIES	X	_____	_____	_____	_____
MGMT. FLEXIBILITY	_____	X	_____	_____	_____
SWORN/NON-SWORN RATIO	X	_____	_____	_____	_____
PAY SCALE	_____	X	_____	_____	_____
BENEFITS	_____	_____	X	_____	_____
TURNOVER	_____	X	_____	_____	_____
COMMUNITY SUPPORT	X	_____	_____	_____	_____
COMPLAINTS REC'D	_____	X	_____	_____	_____
ENFORCEMENT INDEX	N/A	N/A	N/A	N/A	N/A
TRAFFIC INDEX	N/A	N/A	N/A	N/A	N/A
SICK LEAVE RATES	_____	_____	X	_____	_____
MORALE	_____	_____	X	_____	_____

STRATEGIC NEED AREA: PROMOTIONAL TESTING

## CAPABILITY ANALYSIS: RATING 2

- I CUSTODIAL - REJECTS CHANGE  
 II PRODUCTION - ADAPTS TO MINOR CHANGES  
 III MARKETING - SEEKS FAMILIAR CHANGE  
 IV STRATEGIC - SEEKS RELATED CHANGE  
 V FLEXIBLE - SEEKS NOVEL CHANGE

## CATEGORY

## TOP MANAGERS:

	I	II	III	IV	V
MENTALITY/PERSONALITY	<u>X</u>	—	—	—	—
SKILLS/TALENT	—	<u>X</u>	—	—	—
KNOWLEDGE/EDUCATION	—	—	—	<u>X</u>	—

## ORGANIZATION CLIMATE:

CULTURE/NORMS	—	<u>X</u>	—	—	—
REWARDS/INCENTIVES	—	<u>X</u>	—	—	—
POWER STRUCTURE	<u>X</u>	—	—	—	—

## ORGANIZATION COMPETENCE:

STRUCTURE	—	—	<u>X</u>	—	—
RESOURCES	—	—	<u>X</u>	—	—
MIDDLE MANAGEMENT	—	—	—	<u>X</u>	—
LINE PERSONNEL	<u>X</u>	—	—	—	—

Readiness/Capability Chart

	READINESS			CAPABILITY		
	High	Medium	Low	High	Medium	Low
1. Ethnic Advisory Groups	X			X		
2. Courts		X			X	
3. Pers/Selection Units			X		X	
4. City/County Councils		X				X
5. POST	X				X	
6. POAs			X	X		
7. AA/EEO Units	X			X		
8. Chiefs			X		X	
9. Employees		X			X	
10. Police Commissions			X	X		

STAKEHOLDER LIST -

1. POAs
2. PORAC
3. POST
4. CPOA
5. IACP
6. CITY COUNCILS
7. COUNTY BOARDS OF SUPERVISORS
8. BUDGET OFFICE
9. TESTING AND SELECTION UNITS
10. PERSONNEL DEPARTMENTS
11. ACADEMIC INSTITUTIONS
12. POLICE ACADEMIES
13. EMPLOYEE (INDIVIDUALS)
14. AFFIRMATIVE ACTION/EEO PERSONNEL
15. THE COURTS
16. PRIVATE PERSONNEL CONSULTANTS
17. LABOR RELATIONS OFFICERS
18. THE MEDIA
19. THE PUBLIC
20. POLICE COMMISSIONS
21. POLICE CHIEFS
22. LINE SUPERVISORS
23. FEDS
24. ETHNIC/WOMENS ORGANIZATIONS
25. STATE PERSONNEL BOARD
26. CRIMINALS

DEPARTMENT OF JUSTICE

A \_\_\_\_\_  
NAME

B \_\_\_\_\_  
DATE

SPECIAL AGENT IN CHARGE  
PERFORMANCE RATING

C \_\_\_\_\_  
SUPERVISOR

1 = UNACCEPTABLE 2 = BELOW STANDARD 3 = STANDARD 4 = ABOVE STANDARD 5 = OUTSTANDING NR = NOT RATED

CRITICAL TASKS

Task	Rating	Task	Rating
1. Observe, review, and evaluate performance and potential of subordinates. <input type="checkbox"/> Observe performance <input type="checkbox"/> Assess or evaluate performance and demonstrated skills <input type="checkbox"/> Document performance and demonstrated skills <input type="checkbox"/> Advise employee of performance <input type="checkbox"/> Implement plans for development	<input type="checkbox"/>	10. Initiate and review personnel matters. <input type="checkbox"/> Learn and apply the applicable laws, SPB and DPA rules, department policy, Affirmative Action and EEO policy <input type="checkbox"/> Conduct internal investigations <input type="checkbox"/> Recommend adverse actions <input type="checkbox"/> Review proposed personnel actions and advise employee <input type="checkbox"/> Issue or make recommendations for commendations <input type="checkbox"/> Respond and handle serious incidents involving personnel, i.e., accidents, injuries, shootings <input type="checkbox"/> Prepare or review employee evaluations and probationary reports <input type="checkbox"/> Review Merit Salary Adjustment <input type="checkbox"/> Process Workers' Compensation claims	<input type="checkbox"/>
2. Develop, achieve, and maintain unit goals and objectives. <input type="checkbox"/> Develop unit goals and objectives with management approval <input type="checkbox"/> Communicate goals and objectives to subordinates <input type="checkbox"/> Assess unit operations in terms of meeting goals and objectives <input type="checkbox"/> Report status of goals and objectives as required <input type="checkbox"/> Achieve goals and objectives	<input type="checkbox"/>	11. Identify training needs, recommend and arrange training programs for self and subordinates. <input type="checkbox"/> Identify needs <input type="checkbox"/> Recommend training <input type="checkbox"/> Arrange training and assign personnel <input type="checkbox"/> Assure required training (POST, CPR, First Aid, driving) <input type="checkbox"/> View firearms training for safety	<input type="checkbox"/>
3. Keep management apprised of unit activities and other circumstances which may affect operations. <input type="checkbox"/> Provide necessary information to management on unit activities, operational status, accomplishments, and problems <input type="checkbox"/> Inform management of circumstances which may impact unit operations <input type="checkbox"/> Notify management of pending or potential problems which may affect DOJ.	<input type="checkbox"/>	12. Counsel and develop subordinates. <input type="checkbox"/> Administrative issues, i.e., policies and procedures <input type="checkbox"/> Promotional opportunities <input type="checkbox"/> Technical subjects <input type="checkbox"/> Supervision <input type="checkbox"/> Management	<input type="checkbox"/>
4. Implement the terms and conditions of collective bargaining agreements. <input type="checkbox"/> Learn terms and conditions of collective bargaining agreements for specific bargaining units <input type="checkbox"/> Ensure that terms and conditions of agreements are adhered to in work unit <input type="checkbox"/> Identify and document labor relations problem issues	<input type="checkbox"/>	13. Gather and analyze data for statistical purposes such as publications, reports, manpower utilization, and file analysis. <input type="checkbox"/> Gather and review <input type="checkbox"/> Analyze to improve efficiency and service <input type="checkbox"/> Prepare publications, reports, budget, etc. <input type="checkbox"/> Make recommendations regarding redirection of resources and development of programs <input type="checkbox"/> Respond to management inquiries regarding assignment statistics	<input type="checkbox"/>
5. Communication <input type="checkbox"/> Communicate effectively orally and in writing <input type="checkbox"/> Provide written and oral instructions to subordinates <input type="checkbox"/> Maintain liaison with clients, legal staff, allied agencies, requesters, and law enforcement administrators <input type="checkbox"/> Establish communication conduit from management to subordinates through chain of command <input type="checkbox"/> Respond to inquiries from management, legislature, the public, and the media <input type="checkbox"/> Maintain working relationship with SCIF <input type="checkbox"/> Establish contact for cooperative relationships with other Special Agents in Charge	<input type="checkbox"/>	14. Keep current in knowledge of profession and serve as technical consultant for particular program or system. <input type="checkbox"/> Maintain up-to-date knowledge and proficiency of profession or specialty <input type="checkbox"/> Serve as technical consultant or trainer for program, system, or other area of expertise	<input type="checkbox"/>
6. Allocate resources, assign work and responsibility, maintain quality control, and set priorities for subordinate staff. <input type="checkbox"/> Obtain and allocate resources to accomplish unit workloads <input type="checkbox"/> Assign specific work and/or responsibilities to subordinates <input type="checkbox"/> Set work priorities for subordinate staff <input type="checkbox"/> Establish quantity assessment and control measures <input type="checkbox"/> Ensure that investigative activity is in accord with current laws and decisions <input type="checkbox"/> Assume duties of superior as assigned	<input type="checkbox"/>	15. Conduct inspections of operations, personnel, equipment, and building facilities to ensure compliance with department regulations. <input type="checkbox"/> Conduct inspections <input type="checkbox"/> Report results <input type="checkbox"/> Recommend necessary corrections	<input type="checkbox"/>
7. Respond to employee concerns, complaints, grievances, and other collective bargaining issues, and recommend appropriate resolutions. <input type="checkbox"/> Listen to employees <input type="checkbox"/> Respond to employee concerns, complaints, and grievances <input type="checkbox"/> Resolve conflicts at informal level when possible <input type="checkbox"/> Recommend appropriate solutions to management when necessary	<input type="checkbox"/>	16. Plan, approve, coordinate, or direct operations involving complex, sensitive, multijurisdictional, or potentially dangerous activities such as undercover operations, search warrant service, and arrests.	<input type="checkbox"/>
8. Legislation <input type="checkbox"/> Determine need for Legislation or Attorney General's opinion <input type="checkbox"/> Develop and propose Legislation <input type="checkbox"/> Identify the impact of proposed and/or enacted Legislation <input type="checkbox"/> Analyze proposed legislation	<input type="checkbox"/>	17. Accountability for disbursement and control of funds <input type="checkbox"/> Control revolving fund checks, petty cash, operator/evidence funds <input type="checkbox"/> Approve voucher and petty cash expenditures <input type="checkbox"/> Authorize vendor and contract purchases and requisitions <input type="checkbox"/> Authorize and approve travel expense claims, overtime, and leave	<input type="checkbox"/>
9. Plan, attend, conduct, and actively participate in briefings, meetings, conferences, and special projects. <input type="checkbox"/> Plan and attend <input type="checkbox"/> Conduct or participate <input type="checkbox"/> Represent Attorney General <input type="checkbox"/> Participate on advisory boards	<input type="checkbox"/>	18. Responsibility for office security measures <input type="checkbox"/> Obtain, test, and evaluate alarm systems <input type="checkbox"/> Identify and eliminate hazardous conditions <input type="checkbox"/> Maintain a healthy work environment <input type="checkbox"/> Restrict public access	<input type="checkbox"/>
		19. Budgetary duties <input type="checkbox"/> Identify future needs and new programs <input type="checkbox"/> Recommend and prepare BCP with justification <input type="checkbox"/> Prepare budget requests <input type="checkbox"/> Acquire, utilize, and control allocations and resources <input type="checkbox"/> Recommend equipment replacement	<input type="checkbox"/>

CONTINUED ON NEXT PAGE →

**ASSESSING YOUR ORGANIZATION'S  
(KEY LEADERS') READINESS FOR  
MAJOR CHANGE**

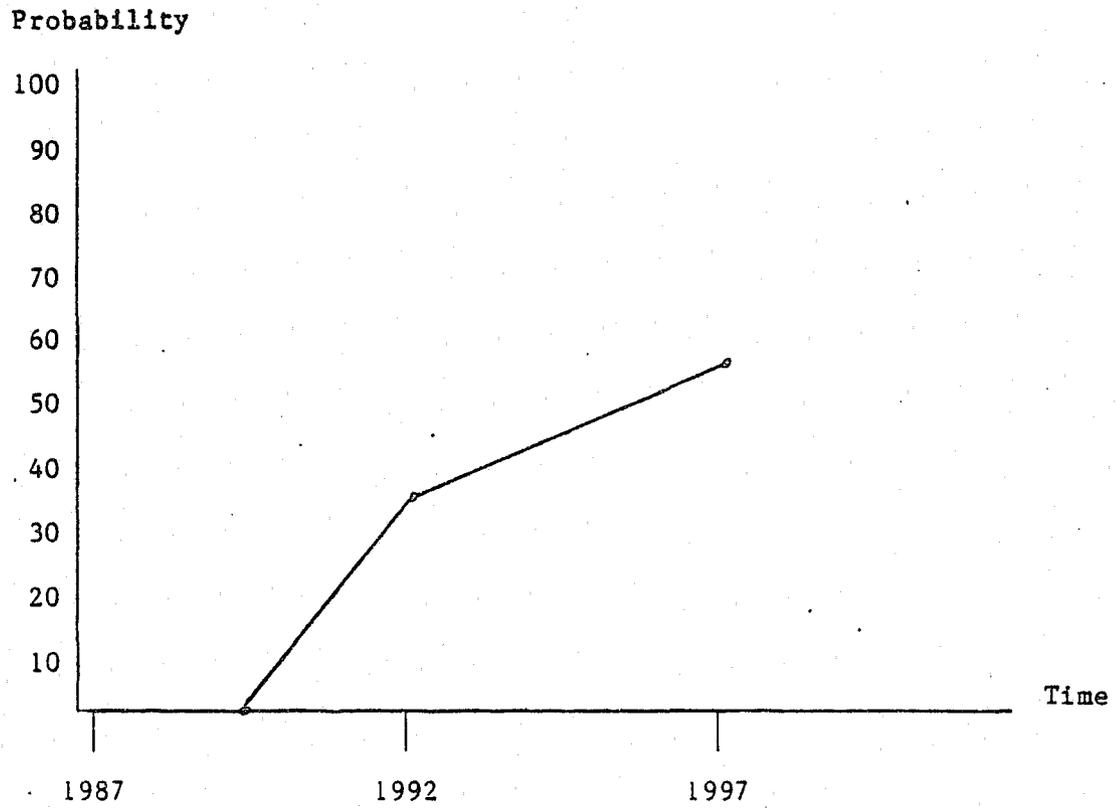
ATTACHMENT #10

	VERY LITTLE DEGREE	LIT'LE DEGREE	SOME DEGREE	GREAT DEGREE	VERY GREAT DEGREE	Do NOT KNOW
	1	2	3	4	5	0
<b>AWARENESS DIMENSIONS</b>						
1. AWARENESS OF THE NATURE OF THE ORGANIZATION'S CURRENT ENVIRONMENT	___	___	___	X	___	___
2. UNDERSTANDING OF THE NATURE OF INTER-RELATIONSHIPS AMONG ORGANIZATIONAL DIMENSIONS (E.G. PEOPLE, CULTURE, STRUCTURE, TECHNOLOGY, ETC.)	___	___	X	___	___	___
3. APPRECIATION THAT THE CHANGE SITUATION HAS SOME UNIQUE AND ANXIETY-PRODUCING CHARACTERISTICS	___	___	___	X	___	___
4. APPRECIATION OF THE COMPLEXITY OF THE NATURE OF INTER-RELATIONSHIPS AMONG ORGANIZATIONAL DIMENSIONS (E.G., PEOPLE, CULTURE, STRUCTURE, TECHNOLOGY, ETC.)	___	___	X	___	___	___

	1	2	3	4	5	0
<b>MOTIVATIONAL DIMENSIONS</b>						
5. WILLINGNESS TO SPECIFY A DETAILED "VISION" OF THE FUTURE FOR THE ORGANIZATION	___	___	X	___	___	___
6. WILLINGNESS TO ACT UNDER CERTAINTY	___	___	___	X	___	___
7. WILLINGNESS TO DEVELOP CONTINGENCY PLANS	___	___	___	___	X	___
8. WILLINGNESS TO ACTIVATE (FOLLOW) CONTINGENCY PLANS	___	___	___	___	X	___
9. WILLINGNESS TO MAKE ACHIEVEMENT OF THE "VISION" A TOP PRIORITY	___	___	___	X	___	___
10. WILLINGNESS TO ASSESS OWN THEORY OF ORGANIZATIONAL BEHAVIOR	___	X	___	___	___	___
11. WILLINGNESS TO INCREASE ORGANIZATIONAL DISSATISFACTION	___	___	X	___	___	___
12. WILLINGNESS TO USE NON-AUTHORITY BASES OF POWER AND INFLUENCE	___	X	___	___	___	___
13. WILLINGNESS TO SHARE RESPONSIBILITY OF MANAGING CHANGE WITH OTHER KEY LEADERS IN ORGANIZATION	___	___	___	X	___	___

	1	2	3	4	5	0
<b>SKILL AND RESOURCE DIMENSIONS</b>						
14. POSSESSES THE CONCEPTUAL SKILLS TO SPECIFY A DETAILED "VISION" OF THE FUTURE FOR THE ORGANIZATION	___	___	X	___	___	___
15. POSSESSES ASSESSMENT SKILLS TO KNOW WHEN TO ACTIVATE CONTINGENCY PLANS(S)	___	___	X	___	___	___
16. POSSESSES INTERPERSONAL SKILLS TO EFFECTIVELY EMPLOY NON-AUTHORITY BASED POWER AND INFLUENCE	___	X	___	___	___	___
17. POSSESSES PERSONAL RELATIONSHIPS WITH OTHER KEY LEADERS IN THE ORGANIZATION	___	___	___	___	X	___
18. POSSESSES EASY ACCESS TO RESOURCES (TIME, BUDGET, INFORMATION PEOPLE, ETC.)	___	___	___	X	___	___

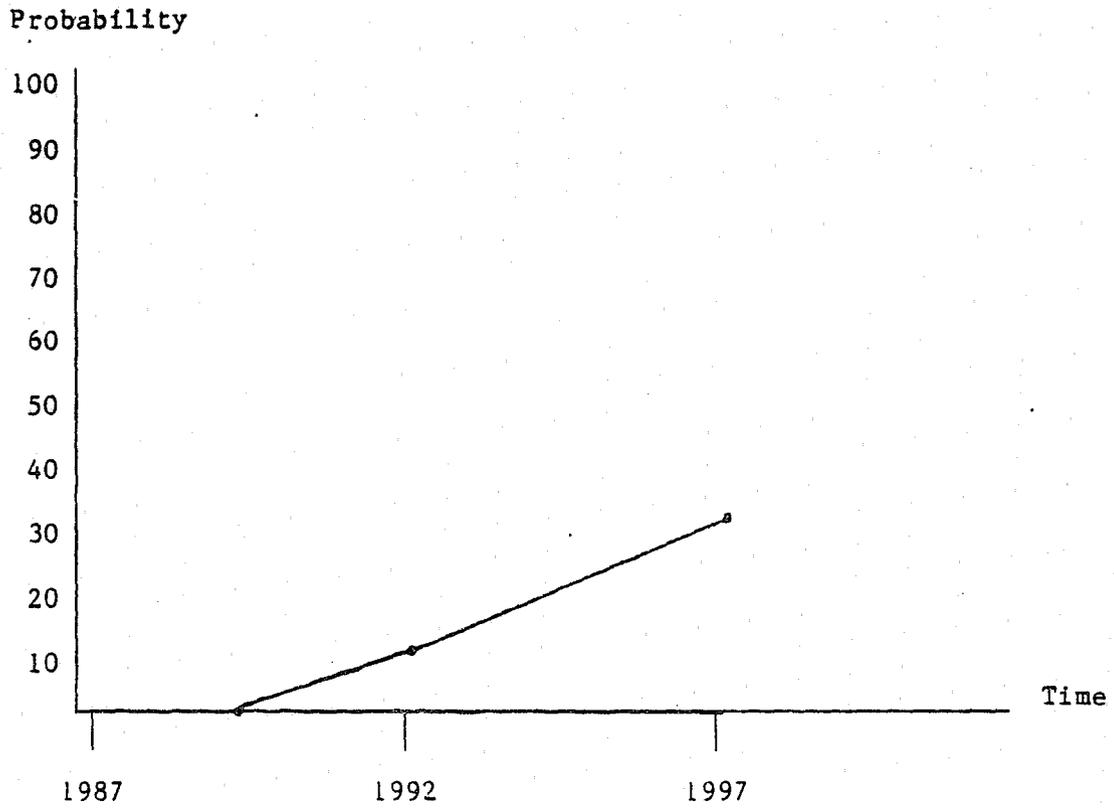
**EVENT EVALUATION**  
**Event #1**



**Event Statement**

California courts require multi-phase assessment testing to eliminate racial/cultural bias in management positions.

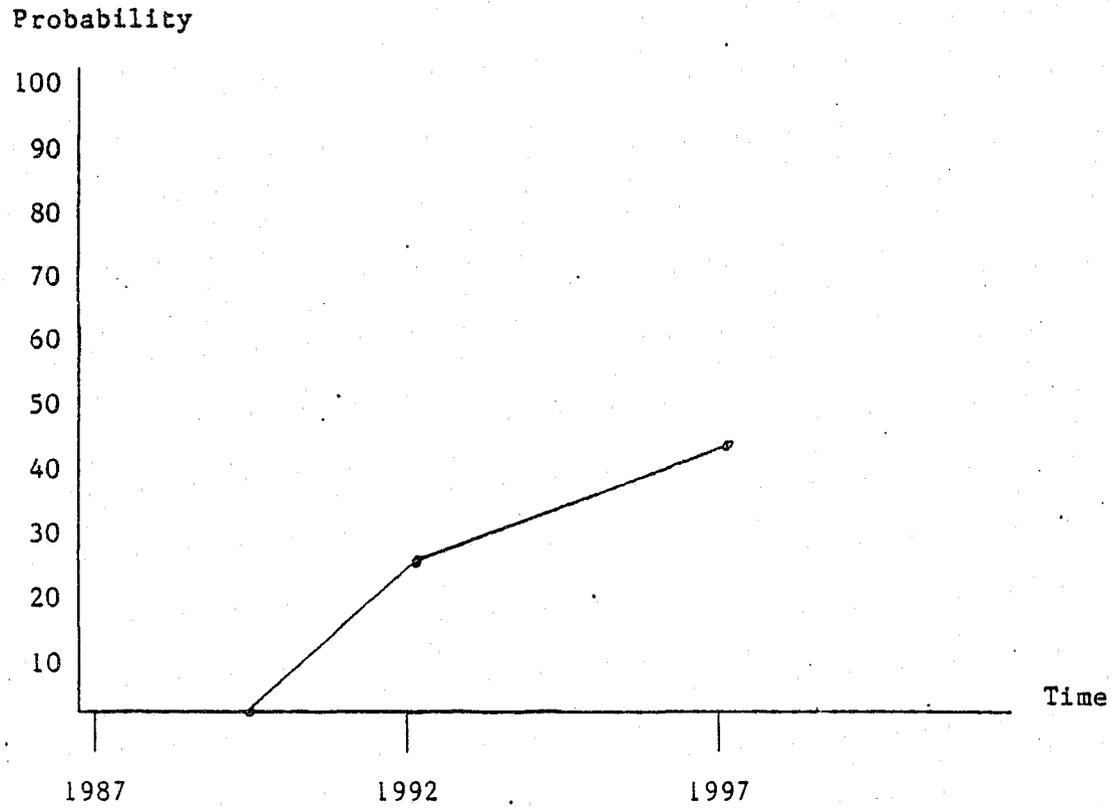
EVENT EVALUATION  
Event #2



Event Statement

City/county/state personnel boards require assessment centers above supervisory salary ranges.

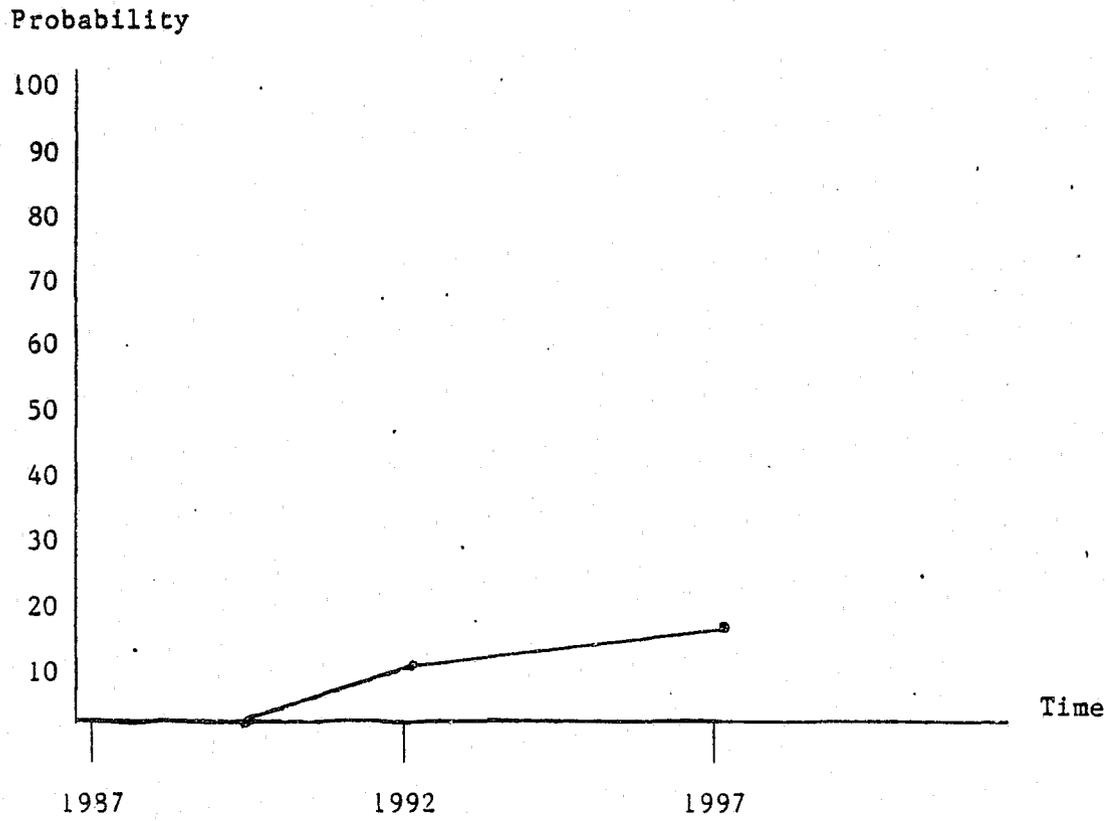
**EVENT EVALUATION**  
**Event #3**



**Event Statement**

The use of assessment centers is a prerequisite for management level promotions prior to receipt of federal funds/grants.

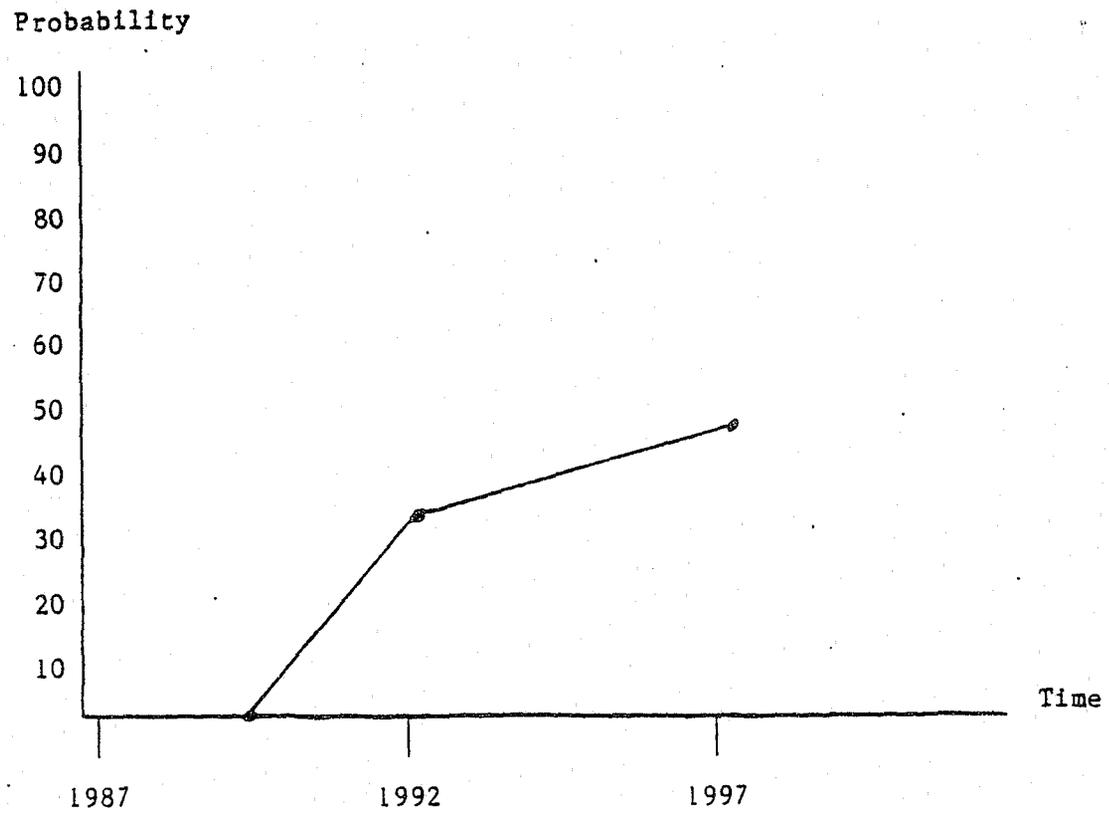
**EVENT EVALUATION**  
**Event #4**



Event Statement

Assessment centers are no longer used because of lack of funds and oversized candidate pools as departments grow larger.

EVENT EVALUATION  
Event #5



Event Statement

Budget limiting propositions similar to Proposition 13  
(Gann/Jarvis) become law.