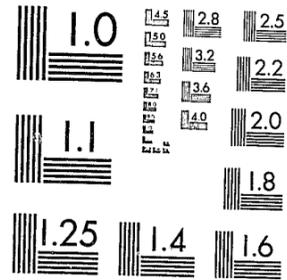


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✓ SYSTEMIC APPROACH TO THE
SELECTION OF LAW ENFORCEMENT PERSONNEL
IN THE STATE OF FLORIDA

FINAL REPORT

Submitted To:
The Florida Department Of Law Enforcement

By:
Terry Eisenberg, Ph.D.
Personnel Performance, Inc.
101 Church Street, Suite 1
Los Gatos, CA 95030

August 1981

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ACQUISITION

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THE SYSTEMIC APPROACH

History and Rationale

Traditionally, law enforcement agencies have viewed the police recruit selection process within a relatively narrow framework. Basically, after a candidate successfully complied with a varying number of selection or screening requirements, he or she was hired. Only under the most unusually negative circumstances would this hiring and retention decision be reversed. The number and nature of the selection or screening requirements would vary from one jurisdiction to another. In some jurisdictions, the requirement would be limited to an interview with the key law enforcement executive; in others, requirements would include an elaborate array of components such as: oral and written tests, medical and physical agility examinations, a background investigation, psychological appraisal, and so forth. Regardless of the number and nature of these selection or screening requirements however, the procedure had one element in common; the point in time when the acceptance or rejection decision was made was the same - immediately after completion of the selection or screening requirements.

Although the selection or screening process described above was ordinarily followed by some form of training and a probationary period, to a significant degree both were often perfunctory and/or ritualistic; the selection decision for all practical purposes had already been made.

For some ten years now, experts in the field of personnel selection, after review of hundreds of research efforts and countless practical experiences, have been arguing for the position that selection procedures by

themselves do not operate in a vacuum but are part of a larger system; that personnel selection does not take place in a neat, unidimensional world and that ultimate job performance is the product of many interacting variables (Bray & Moses, 1972).

This position has clearly found support in the law enforcement selection literature where some of the best predictors of police field behavior have been recruit training and probationary performances (Cohen & Chaiken, 1972), information that is obviously not available during the earlier selection or screening phase.

The need to go beyond initial selection or screening information as a basis for making hiring decisions is even further advanced by recent developments in police civil liability. Increasingly successful attempts to tie the Chief of Police or similar law enforcement executive to the acts of subordinate officers have been effected. In these civil cases, police executives have been named as party defendants in allegations that the Chief (or similar) negligently omitted to perform some ministerial duty at a prior time, and that omission was the proximate cause of the event giving rise to the cause of action. Theories of vicarious liability have included: negligent appointment, negligent retention, negligent assignment, negligent entrustment, lack of necessary training, failure to properly supervise, and failure to direct (Schmidt, 1976).¹

¹ An exception to this condition applies to common law sheriffs' offices, not governed by civil service systems as is frequently the case in the State of Florida. Here, there is a "master-servant relationship" between common law sheriffs and their at-pleasure deputies.

Finally, the history of personnel selection research and practice, including police recruit selection, clearly indicates that many critical characteristics are not measureable at entry, that we do make mistakes, that the initial screening or selection process is not a science but very much an art, and that we are limited in our ability to make accurate predictions about future police behavior and conduct (Eisenberg & Murray, 1974).

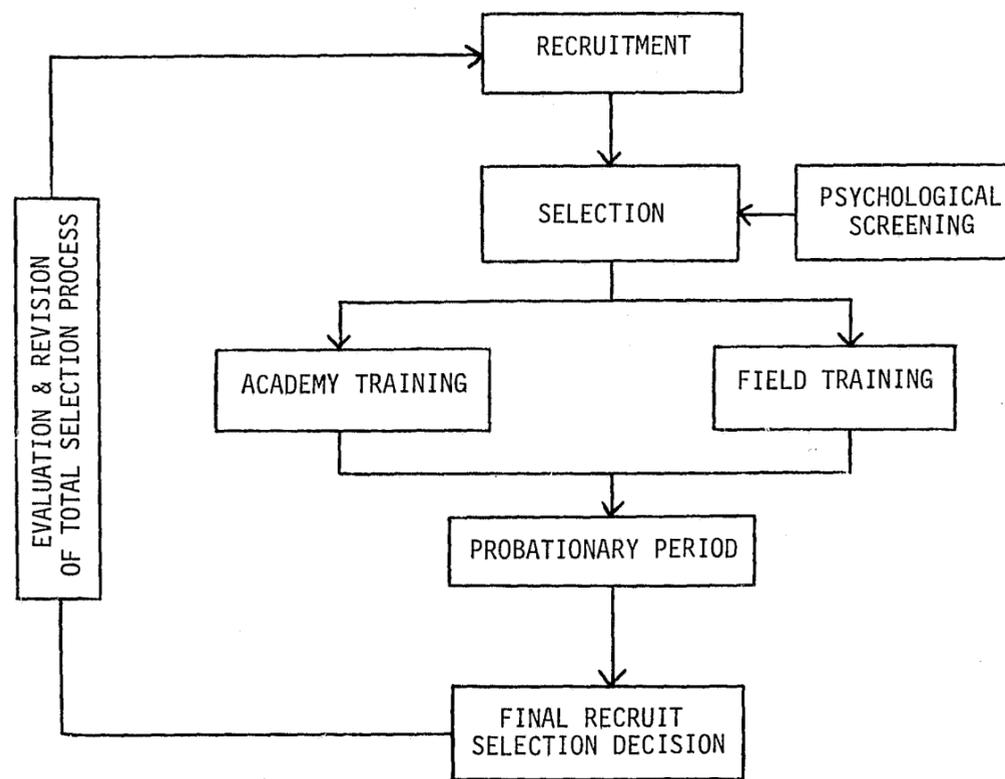
Contemporary police recruit selection programming must be guided by our research and practical experience to date, by pertinent case law, and by relevant state statute. Collectively, this body of knowledge argues for the need to embrace a systemic approach to the subject of police recruit selection. That is, a need to program our efforts in such a fashion to include: recruitment, selection, psychological screening, academy training, field training, and the probationary period as constituting and defining the total selection process. By deferring judgment on the disposition of police recruit personnel until all of this behavioral information has been acquired errors in prediction will not be entirely eliminated but will be significantly reduced. Benefits to both the public and the profession will clearly manifest themselves.

Model and Definition

Figure 1 illustrates the Systemic Approach Model. Six (6) elements comprise the Model; recruitment, selection, psychological screening, academy training, field training, and the probationary period. In effect, police recruit selection decisions are delayed until performance information has been acquired on all six (6) elements comprising the total selection process.

FIGURE 1

SYSTEMIC APPROACH MODEL



To some, the proposed Model may appear to be costly, inefficient, and perhaps not particularly humanitarian. After all, the Model sets the occasion for the termination of recruit personnel who are badly needed in the field, and who have set their sights on a police career only to have it aborted by some uncaring appointing authority. We have all heard the saying that, "You can pay me now, or you can pay me later". The consequences, legally, economically, and interpersonally of allowing a new recruit to function in the capacity of a police officer when he or she clearly cannot successfully discharge those responsibilities, are considered far more pronounced and severe than those to be incurred with an early termination. We all are aware of individuals in our own agencies who should never have been permanently appointed, and it is unlikely that the profession needs any more, regardless of the pressure to fill currently vacant positions.

The initial phase in the total selection process is the recruitment element which can have an important impact on the quality and effectiveness of the selection element. For example, with few and/or low quality applicants, the selection element cannot be very effective. Conversely, with large numbers of applicants reflecting a variety of capabilities and energies, the selection element can be much more effective. An additional basis for the inter-connectedness of the recruitment and selection elements pertains to the expectations of applicants. If applicants, for example, during the recruiting phase are provided with unrealistic expectations pertaining to their likelihood of successfully completing the next selection element only to be subsequently rejected, a poor image in the community is created and the volume of future applicants is likely to significantly decrease.

Both the selection and psychological screening elements are clearly related to the academy and field training elements. For example, poor recruit training elements can seriously compromise high quality selection and psychological screening elements. Conversely, good recruit training elements can partially offset low quality selection and psychological screening elements. Additionally, there is an important interface among these elements in terms of requirements applied during the selection phase versus those applied during either the academy or field training phases. For example, swimming proficiency requirements have typically been employed at entry as part of the selection element. However, recent experience with this job-related requirement suggests that the skill is relatively easily acquired and can therefore be considered as a requirement for successful completion of the academy training element.

The academy and field training elements are also related to the probationary period, the sixth and last element in the total selection process. During this last stage, the recruit is typically on his or her own with less supervision than during prior stages of the total selection process. For agencies who do not have a highly structured field training program, the probationary period element takes on additional importance and burden because it is only at this stage where actual field performance can be observed and evaluated.

The final recruit selection decision then, should not be made until successful completion of the sixth element; the probationary period. Based upon experience of recruits throughout the entire process, elements within

the systemic approach can then be evaluated and revised to improve upon the total recruit selection system.²

² It is important to recognize the need to attend to the issue of the retention of recruits and high quality continuing performance in their post-probationary period careers.

STANDARDS/REQUIREMENTS RECOMMENDATIONS

Overview

Twenty-one (21) standards/requirements³ typically employed for the selection of entry level law enforcement personnel are discussed below. These standards/requirements are organized into the following three (3) categories: A) Biographic & Demographic Variables, B) Personality & Character Variables, and C) Physical & Medical Variables.

For each standard/requirement, pertinent Florida State Statute, Florida case law,⁴ Country-wide case law, and research evidence are discussed as the bases for the formulation of each recommendation.

On those occasions when a particular standard/requirement is mandated by Florida State Statute, pertinent case law and research evidence are not presented or discussed unless it contradicts the implicit recommendation inherent in the Statute.

All recommendations are based upon an assimilation of State Statute, case law, selected research evidence, employee selection guidelines, and the collective police selection experience of the author. Every attempt has been made to minimize any bias and to articulate state-of-the-art recommendations based upon the above sources of information. In this

³ Some of the standards/requirements discussed are really procedures/techniques (e.g., written examination).

⁴ Florida Attorney General opinions are also cited and are referenced as footnote 5 on page 40.

regard, it is the author's intent to provide appointing authorities with as much practical information as possible.

In the articulation of any selection standard/requirement, it is important to evaluate the impact of recruit training on that standard/requirement. That is, if a standard/requirement reflects a malleable quality, is easily trainable, and/or is administratively practical to provide or acquire during the course of initial recruit training, it may better be satisfied and complied with during training than at entry. This would be particularly significant if the standard/requirement evidences adverse impact on protected classes of applicants. Therefore, recommendations made pertaining to selection standards/requirements will take this issue into consideration when deemed appropriate.

A.) Biographic & Demographic Variables

1. Citizenship

a.) Florida State Statute

According to Florida State Statute as of July 1, 1981, any law enforcement officer must "... be a citizen of the United States, notwithstanding any laws of the state to the contrary." (Section 943.13, Florida Statutes, 1980 Supplement).

b.) Florida Case Law

Not applicable.

c.) Country-Wide Case Law

Not applicable.

d.) Research Evidence

Not applicable.

e.) Recommendation

No contradiction is apparent in the implicit recommendation inherent in the Statute.

2. Driver's License

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

The study entitled, "Statewide Job/Task Analysis of Entry Level Full Time Law Enforcement Officer

Positions" (Branson & Rayner 1981), recently completed by the Center for Educational Technology at Florida State University, clearly reveals numerous tasks necessitating the operation of a motor vehicle by law enforcement officers in the State of Florida.

e.) Recommendation

Although it is possible to train people to operate a motor vehicle allowing them to subsequently acquire a valid driver's license, motor vehicle operation is a pre-requisite to further driving training which is often apparent in police recruit academy curricula (e.g., pursuit driving). Further, there is no evidence that this standard/requirement adversely impacts members of protected classes.

It is recommended that a valid Florida State driver's license be in the possession of applicants at entry.

3. Age

a.) Florida State Statute

According to Florida State Statute as of July 1, 1981, any law enforcement officer must ". . . be at least 19 years of age." (Section 943.13, Florida Statutes, 1980 Supplement). No maximum age is specified.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In Arritt v. Grissell, a federal appeals court upheld the State of West Virginia's maximum age limitation of 35 for appointment to police forces as being a bonafide occupational qualification (567 F. 2d 1267 - Fourth Circuit 1977).

d.) Research Evidence

Research evidence is contradictory on the minimum age standard/requirement. Studies have indicated that both older and younger police officers at appointment perform both well and poorly on the job (e.g., Poland, 1978).

e.) Recommendation

No contradiction is apparent in the implicit recommendation regarding minimum age inherent in the Statute.

With regard to maximum age at appointment, 35 is recommended being supportable as a bonafide occupational qualification.

4. Residency

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In Nehring v. Ariyoshi, a federal court in Honolulu declared as unconstitutional a Hawaii law which required

police applicants to have lived in the islands for one year prior to employment (443 F. Supp. 228- D. Haw. 1977).

In Uniformed Firefighters Association v. City of New York, the New York Supreme Court overturned the City of New York's local residency law as a condition of initial or continued employment for police officers (50 N.Y. 2d 85, 405 N.E. 2d 679-1980).

d.) Research Evidence

None.

e.) Recommendation

It is recommended that pre-employment residency not be utilized as a selection standard/requirement. However, a post-employment requirement, although not necessarily residential in nature, may be considered as a condition of continued employment if it can be justified on the basis of "business necessity".

5. Registered Voter

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

None.

e.) Recommendation

It is not recommended that this standard/requirement be utilized in that it is not a bonafide occupational qualification.

6. Veteran's Preference

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In Ballou v. State Department of Civil Service, a three-judge federal court in Massachusetts, for the second time, declared unconstitutional the state's Veterans' Preference Law (75 N.J. 365, 382 A. 2d 1118- N.J. 1978).

In Personnel Administrator of Massachusetts v. Feeney however, the United States Supreme Court upheld Massachusetts' Veterans' Preference Law (99 S. Ct. 2282 - 1979).

d.) Research Evidence

In an elaborate study by Cohen & Chaiken (1972) in the New York City Police Department, veterans were not found to be better or worse performers than non-veterans on a variety of different police performance measures.

e.) Recommendation

Clearly, the case law on this standard/requirement is contradictory. Research evidence, although meager does not support a veteran's preference. A possible

middle ground which the United States Supreme Court case cited above suggests is the use of "bonus points" rather than "absolute preference". However, it must be appreciated that the standard/requirement is likely to have adverse impact on female applicants.

It is therefore recommended that an absolute preference for veterans not be utilized, but bonus points should be considered by individual jurisdictions.

7. Education

a.) Florida State Statute

According to Florida State Statute as of July 1, 1981, any law enforcement officer must ". . . be a high school graduate or its 'equivalent' as the term may be determined by the commission." (Section 943.13, Florida Statute, 1980 Supplement).

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

A substantial amount of research has been conducted on the formal educational standard/requirement (Greenfield, 1976). Generally, the results suggest that formal education is positively related to various measures of police performance (Cascio, 1977). The job/task analysis work cited earlier by Branson & Rayner (1981) however, clearly does not support a level of

formal education beyond high school or its equivalent (e.g., General Educational Development Certificate - GED) for entry law enforcement positions.

e.) Recommendation

No contradiction is apparent in the implicit recommendation inherent in the Statute. However, there are more effective ways of assessing those qualities believed to be reflected in the possession of a high school diploma (e.g., reading and writing skills). These standards/requirements will be discussed subsequently (i.e., written examination, oral board examination, background investigation, and psychological appraisal).

B.) Personality & Character Variables

1. Written Examination

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

A number of court cases have addressed the written examination standard/requirement.

In United States v. Commonwealth of Virginia, a federal court upheld the use of a police written entry test considered to be job-related and valid despite minority failures in disproportionate numbers (454 F. Supp. 1077 - E.D. VA 1978).

In Louisville Black Police Officers v. City however, a United States District Court concluded that although the Multi-Jurisdictional Police Officer Examination was content valid, Title VII of the Civil Rights Act forbids a police department from choosing candidates on the basis of their examination score rank. There is no evidence, the court said, that the highest scorers will necessarily make the best qualified policemen (U. S. District Court for Western Kentucky, 10 FEP Cases 1195, 48 USLW 2234). A similar ruling was found in Ensley Branch of the N.A.A.C.P. v. Seibels. Here a circuit court ruled that a 120-item multiple choice test developed by the International Personnel Management Association used for police selection purposes, although correlated with and related to training academy performance but having adverse impact on minority applicants for police positions, was not job-related. A key issue was the rank-ordering of candidates based on test scores rather than an assessment of minimum qualifications (i.e., pass or fail) which the court would have viewed as acceptable. Academy performance would have to be shown to be related to actual field performance for the written test to be used to rank-order candidates rather than to assess minimum qualifications (616 F. 2d 812 - 5th Cir. 1980). A similar finding was concluded for a firefighter's written test in Pina v. City of East Providence. Here, the court noted that the test served a useful purpose in eliminating unqualified candidates, but said

that there was no proof that those who scored the highest would become superior firefighters. Further, the court said that written testing of general abilities is not so accurate as to justify the rejection of blacks who qualified by achieving the minimum score, but placed below white applicants who obtained superior scores; the ranking system does not mean that the highest ranked applicant would be the best firefighter (492 F. Supp. 1240 - D.R.I. 1980).

d.) Research Evidence

A tremendous amount of research has been conducted pertaining to the relationships between written tests measuring general abilities, literacy, intelligence, and other measures of cognitive aptitude, and police performance (Eisenberg & Murray, 1974). Positive and significant correlations, regardless of the criteria employed, are more often found than are negative and/or non-significant correlations (Kent & Eisenberg, 1972). Although methodological problems of one sort or another plague reported research efforts, it seems clear that minimum levels of English language reading, writing, and comprehension skills are necessary to successfully enact the police role whether it be in a training environment or in the context of post-training solo assignment in the field. The often-cited deterioration in formal education quality at the high school level further speaks to the need to assess basic English language reading, writing, and comprehension skills at entry.

e.) Recommendation

It is recommended that a written test assessing basic English language reading, writing, and comprehension skills be employed at entry as a selection standard/requirement. The written test content and level of difficulty should be consistent with the results of the study entitled, "Statewide Job/Task Analysis of Entry Level Full Time Law Enforcement Officer Positions" (Branson & Rayner, 1981). Further, it is recommended that a pass/fail decision strategy be employed rather than to rank-order candidates on the written test as a basis for making hiring decisions (Eisenberg & Reinke, 1973).

As a point-of-departure, the written test entitled, "Multijurisdictional Police Officer Examination" currently offered jointly by the International Association of Chiefs of Police and the International Personnel Management Association should be considered for use.

2. Oral Board Examination

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

There is no known compelling research pertaining to the relationship between oral board examination performance and

either proximal or distal measures of police performance.

This type of selection standard/requirement can however possess a number of positive features. First of all, it may allow for community input into the hiring decision. Secondly, it may be mandated locally as part of the selection process. Thirdly, in the absence of thorough and sophisticated background investigations, psychological appraisals, and/or polygraph examinations, the content of the oral board examination may address issues ordinarily covered by these other procedures. Finally, it allows for the thoughtful application of preferences for ethnic minorities and/or females should this be a goal in a particular jurisdiction.

Certain guidelines however, should characterize the application of this standard/requirement. These would include:

- Development and use of structured job-related questions;
- Development and use of evaluation guidelines for the entire process collectively, and for each question;
- Training of oral board examination members;
- Avoidance of questions where the answers would ordinarily be acquired during the course of recruit training; and
- Avoidance of questions which are better or more efficiently answered through other selection standards/requirements.

e.) Recommendation

It is recommended that an oral board examination standard/requirement be utilized for entry selection purposes given compliance with the above guidelines.

3. Background Investigation

a.) Florida State Statute

According to Florida State Statute as of July 1, 1981, any law enforcement officer must "Not have been convicted of a felony or of a misdemeanor involving 'moral turpitude' as the term is defined by law nor have been released or discharged under any other than honorable conditions from any of the Armed Forces of the United States. For the purposes of this section and s. 943.145, any person who, after July 1, 1981, pleads guilty or nolo contendere to or is found guilty of a felony or of a misdemeanor involving moral turpitude shall not be eligible for employment as a law enforcement officer, notwithstanding suspension of sentence or withholding of adjudication." It is further specified that any law enforcement officer must "Have a good moral character as determined by investigation under procedures established by the commission." (Section 943.13, Florida Statutes, 1980 Supplement).

b.) Florida Case Law

A number of court cases in the State of Florida have addressed the background investigation standard/requirement.

In Pfeiffer v. Police Standards and Training Commission, an appellate court ruled that while there are some factual circumstances surrounding conviction for disorderly conduct which would involve moral turpitude, a conviction for disorderly conduct is not necessarily a conviction of a crime involving moral turpitude within statute governing police officers' qualifications (360 So. 2d 1326 - Fla. App 1978).

In Drayton v. City of St. Petersburg, a federal court found shoplifting and hard drug use (heroin) to be sufficient grounds to disqualify applicants for public safety employment. Additionally, the court concluded that mere use of marijuana would adversely affect police applicants, but not firefighter applicants. The court concluded with regard to police officer applicants that the City's requirement to have lived without using marijuana for six months prior to the date of application testing was, ". . . a completely rational, salutary and non-discriminatory selection criterion." (477 F. Supp. 846 - M.D. Fla.)

c.) Country-Wide Case Law

Once again, a number of court cases have addressed a variety of background variables. Generally, the rulings have been internally consistent and compatible with those cited above in the State of Florida.

In Hetherington v. California State Personnel Board, a court ruled that ex-felons may be barred from police employment; discriminatory impact, if any, was considered not relevant. (147 Cal. Rptr. 300 - App. 1978).

In United States v. City of Chicago, a federal court ruled that a prior conviction for a serious offense would be valid for disqualification for police work, regardless of adverse impact. (411 F. Supp. 218 - N.D. Ill. 1976).

Finally, in a 6-3 decision by the United States Supreme Court in 1980, it was held that a convicted felon does not have the right to possess firearms.

d.) Research Evidence

Perhaps the most significant research conducted pertaining to the relationship between background characteristics and police performance was that of Cohen and Chaiken (1972). The most compelling conclusion from this research was that background investigators were fairly successful judges of how an applicant would later perform as a police officer. For example, low-rated candidates were less likely to be promoted than high-rated candidates, and low-rated candidates were more frequently departmental discipline problems than high-rated candidates. There were however, some curious findings. For example, arrest for a petty crime and number of debts were found to be unrelated to various police performance measures. The strongest predictors derivable from the background investigation were employment (including military) disciplinary actions and appearances in civil court.

e.) Recommendation

It is recommended that a background investigation standard/requirement be utilized for entry selection purposes.

As a resource, the following document is recommended: "Background Investigation Manual-Guidelines For The Investigator". This manual, developed in 1977 by the California Commission On Peace Officer Standards And Training, was based upon a job analysis of the California entry level law enforcement position, not unlike that conducted recently in Florida by Branson & Rayner (1981).

4. Psychological Appraisal

a.) Florida State Statute

Other than application of the Florida State Statute provision previously cited as relating to the background investigation, there is no Statute pertaining to the psychological appraisal standard/requirement.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In McKenna v. Fargo, a federal court in New Jersey upheld the use of psychological testing for fire applicants. The psychological tests included the following: MMPI, EPPS, Rorschach, TAT, Human-Figures Test, Incomplete Sentence Test, Personal Data Form, and Interview. (Civil No. 74-559, U. S. Dist. Ct. - D.N.J. 1978).

d.) Research Evidence

The relationship between psychological tests focusing on personality variables and various measures of early and long-term police performance has perhaps been studied more than any other single selection standard/requirement. Although some of the research has been of high quality, most efforts have been deficient in terms of a predictive validity methodology, presence of cross-validation, and/or adequate minorities and females included in the study samples. The most compelling deficiency has been in regards to good measures of post-recruit training field performance, which has been noted recently by Poland (1978), and

a number of years earlier by Kent & Eisenberg (1972). Very recent research efforts have reported modest validity for various personality tests (e.g., Johnson & Hogan, 1981; Mills & Bohannon, 1980). Crosby (1979) in discussing the role and value of psychological appraisal, concludes that it is a worthwhile addition to the total police selection process. Finally, the work by Branson & Rayner (1981) in their job-analysis work in the State of Florida clearly supports consideration of personality variables in the selection process.

e.) Recommendation

It is recommended that a psychological appraisal standard/requirement be utilized for entry selection purposes. Certain guidelines however, should characterize the application of this standard/requirement. These would include:

- Caution in the use of "mail-away" computerized psychological appraisal programs;
- Use of credentialed psychologists or psychiatrists who are allowed the freedom to employ whatever procedures they may wish, with the exception that they should conduct a clinical face-to-face interview with each applicant;
- Selection of psychologists or psychiatrists who are prepared and willing to defend their judgments in both internal administrative appeal and litigation settings;
- Selection of psychologists or psychiatrists who are

capable of presenting individual applicant conclusions in an understandable fashion to appointing authorities;

- Selection of psychologists or psychiatrists who are willing to clearly recommend rejection of applicants;
- Establishment of an applicant appeal process, if derogatory information is likely to be made public;
- Provision for applicants to discuss the psychological appraisal findings and conclusions with the psychologist or psychiatrist in a face-to-face setting;
- Provision for applicants to be re-tested after a reasonable period of time has elapsed (e.g., six to twelve months);
- Provision of job analysis data to the psychologist or psychiatrist, and the opportunity to conduct research bearing upon the validity and fairness of the psychological appraisal process; and
- Consideration by psychologists and psychiatrists of the work by Spielberger et al. (1981) entitled, "Florida Police Standards Research Project".

5. Polygraph Examination

a.) Florida State Statute

Other than application of the Florida State Statute provision previously cited as relating to the background investigation, there is no Statute pertaining to the polygraph examination standard/requirement.

b.) Florida Case Law

In Drayton v. City of St. Petersburg, a federal court

upheld the use of the polygraph for police applicant selection purposes stating that ". . . there is no evidence of either a discriminatory motive or a disparate impact upon black applicants". (477 F. Supp. 846 - M.D. Fla.).

c.) Country-Wide Case Law

In Talent v. City of Abilene, a court ruled that the questions asked of a prospective police employee must be duty related or related to the person's fitness for prospective employment. (508 S.W. 2d 592 - Tex. Civ. App. 1974).

d.) Research Evidence

There is no known pertinent research pertaining to the relationship between the polygraph examination and subsequent police performance. It is of interest to note however, that 17 states prohibit private employers from requiring a polygraph of prospective employees. In some cases, certain job categories are exempt, and some states also include other truth deception tests such as psychological or voice stress analyses. Law enforcement agencies are usually exempt from such legislation; New Jersey and Oregon are exceptions. Governmental entities, except law enforcement agencies, are exempt in California. The State of Florida does have a polygraph operator licensing law. In Virginia, the employer may not ask questions concerning a prospective employee's sexual activities unless the applicant was convicted of a sexual offense.

In the author's experience conducting hundreds of police applicant selections, it was not entirely unusual for applicants

to look "clean" on both the background investigation and the psychological appraisal, only to clearly come up "dirty" on the polygraph examination. Additionally, there is some unverified evidence that the mere existence of a polygraph examination standard/requirement discourages certain types of applicants who would ordinarily and justifiably be rejected because of their backgrounds.

e.) Recommendation

It is recommended that a polygraph examination standard/requirement be utilized for entry selection purposes. The examination should be routinely administered to all police applicants by a licensed polygraph examiner employing questions which are clearly job-related, and having well-defined evaluation guidelines.

Some agencies use pre-polygraph derogatory admissions as a basis for summary rejection, but with polygraph derogatory admissions requiring independent verification (e.g., background or psychological). This procedural approach in applying the polygraph examination standard/requirement appears reasonable, and should therefore be considered.

6. Appointing Authority Interview

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

None.

e.) Recommendation

Except in very small jurisdictions, or in common law sheriffs' offices not governed by civil service systems, the appointing authority interview standard/requirement is not recommended for use for entry selection purposes. If applied, it should comply with those guidelines pertaining to application of the oral board examination as specified earlier in this document.

7. Assessment Center

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

There is some research evidence pertaining to the assessment center standard/requirement in law enforcement in promotional settings. However, there is no known compelling research pertaining to its application for police entry selection purposes. Some police agencies have alleged that they employ assessment centers for selection. Review of these efforts however, suggest violation of a number of basic principles governing application of this standard/requirement. Assessment centers have been

developed for entry purposes, but not researched in regards to their relationship to subsequent measures of police field performance (Dunnette & Motowidlo, 1976; Eisenberg, 1974).

A number of factors speak against the use of assessment centers for police entry selection purposes. Firstly, they are expensive, which is further exacerbated by the usual large number of applicants in police selection settings. Secondly, assessment centers in the public sector were historically developed for either identifying people with supervisory potential or for making supervisory, command, or executive promotional decisions; these are not the skills sought in police applicants as revealed in numerous job analyses. Thirdly, those skills that might be revealed in an entry selection assessment center are very often trainable in police recruit academy and field training programs. For example, police applicants with prior police experience (i.e., laterals), when required to participate in role-playing exercises not unlike assessment center exercises, uniformly performed better than those police applicants without prior police experience. Finally, when viewed in the context of all of the more traditional selection standards/requirements (e.g., written examination, background investigation, psychological appraisal), it is at the very least unclear what is uniquely gained by using the assessment center.

e.) Recommendation

It is not recommended that an assessment center standard/requirement be utilized for entry selection purposes.

C.) Physical & Medical Variables

1. Medical Examination

a.) Florida State Statute

According to Florida State Statute as of July 1, 1981, any law enforcement officer must "Have passed an examination by a licensed physician, based on specifications established by the commission". (Section 943.13, Florida Statutes, 1980 Supplement).

b.) Florida Case Law

In Duran v. City of Tampa, a federal district court ruled that the City violated plaintiff's equal protection rights and his rights under the 1973 Rehabilitation Act by refusing to hire him as a policeman because of his childhood history of epilepsy. (451 F. Supp. 954 - D.C. Fla. 1978).

c.) Country-Wide Case Law

None.

d.) Research Evidence

There is no known compelling research pertaining to the relationship between medical examination elements and police performance. However, this standard/requirement is considered to be a critical one for at least two reasons. Firstly, the job/task analysis work by Branson & Rayner (1981) clearly speaks to the physical demands of police work. Secondly, the explosive growth in disability retirements throughout the law enforcement profession and their impact on pension/retirement systems (Blackmore, 1978), coupled with substantial attention to the adverse effects of "stress" on police personnel (Hurrell et al.,

1981) collectively argue for a very careful evaluation of applicants' historical, present, and projected medical conditions.

e.) Recommendations

It is recommended that a medical examination standard/requirement be utilized for entry selection purposes.

As a resource, the following document is recommended: "Medical Screening Manual For California Law Enforcement". This manual, developed in 1977 by the California Commission On Peace Officer Standards And Training, describes over 300 medical conditions which should be considered in the establishment of job-related medical screening practices for entry level police personnel.

2. Physical Agility Examination

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In Hardy v. Stumpf, a court upheld the use of a physical agility test for police applicants as job related even though clear evidence of adverse impact for female applicants was apparent. In its opinion, the court noted that an applicant who is incapable of learning to scale a six-foot wall in preparing for a physical agility test is unlikely to easily acquire that skill once in uniform, and the test itself was

determined to be a critical skill of police officers (145 Cal. Rptr. 176, 576 P. 2d 1342 - Cal. 1978).

A similar decision was reached in Harless v. Durk, where a federal court upheld the use of physical agility tests which had a disproportionate impact on female police applicants (14 FEP Cases 1616 - N.D. Ohio, 1977). However, this decision was reversed by a federal appeals court which ruled that the physical agility test was not shown to be job-related (619 F. 2d 611 - 6th Cir. 1980).

d.) Research Evidence

There is no known compelling research pertaining to the relationship between physical agility examination performance and subsequent measures of police performance.

The evolution of physical agility tests have been characterized by attempts to make them more job related by focusing on actual on-the-job police performance events (e.g., fence climb) rather than the more abstract physical skills (e.g., number of push-ups). These initiatives have been taken in response to changes in height requirements, evidence of adverse impact particularly with regard to female applicants, and recognized needs to make the standard/requirement more job-related (Evans, 1980).

e.) Recommendation

It is recommended that a physical agility examination standard/requirement be utilized for entry selection purposes. However, construction of the elements of the examination should

be consistent with the job/task analysis work by Branson & Rayner (1981), and the issue of trainability of the physical skills included should be considered in developing the examination and in evaluating the performance of applicants.

3. Visual Acuity

a.) Florida State Statute

Other than application of the Florida State Statute provision previously cited as relating to the medical examination, there is no Statute pertaining to the visual acuity standard/requirement.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In McCrea v. Cunningham, the Nebraska Supreme Court upheld a 20/30 minimum uncorrected visual acuity requirement for firefighters (277 N.W. 2d 52 - Neb. 1979).

The justifications for the above requirement offered by the City of Omaha would also apply to police officers, and in fact, the following three cases adjudicated in the State of New York which requires a minimum of 20/40 eyesight for police officer applicants have had similar rulings: Buono v. Bahou (406 N.Y.S. 2d 166 - A.D. 1978), Mierzwa v. Genesee Co. Civil Service Cmsn. (390 N.Y.S. 2d 287 - A.D. 1976), and Lockman v. Van Voris (266 N.Y.S. 2d 536 - Misc. 1975).

d.) Research Evidence

There is no known research pertaining to the visual acuity

standard/requirement and its relationship to measures of police performance.

e.) Recommendation

It is recommended that a visual acuity standard/requirement be utilized for entry selection purposes.

An excellent resource for the articulation of the specifics of this standard/requirement is entitled, "Police Vision Standards" (Sheedy, 1980). Some 11 pages of material useful in establishing minimum entry standards, including color vision, are presented.

4. Swimming Proficiency

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

There is no known research pertaining to the swimming proficiency standard/requirement and its relationship to measures of police performance.

e.) Recommendation

It is recommended that a swimming proficiency standard/requirement be utilized for entry selection purposes in those jurisdictions containing or bordering substantial bodies of water.

However, as with other standard/requirement recommendations, the practicality of providing police applicants with this skill during their academy and/or field training should be considered.

5. Height & Weight

a.) Florida State Statute

Other than application of the Florida State Statute provision previously cited as relating to the medical examination, there is no Statute pertaining to the height & weight standard/requirement.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

A number of cases have consistently concluded that minimum height requirements are not bonafide occupational qualifications (BFOQ) for police applicants. Some of these cases include the following: Torrissi v. Personnel Officer, County of Westchester (400 N.Y.S. 2d 578 - A.D. 1978); Schick v. Bronstein (447 F. Supp. 333 - S.D. 1978); Vanguard Justice Society, Inc. v. Hughes (U.S. Dist. CT. Md. No. 73 - 1105 and 1106 - 1979); and Blake v. City of Los Angeles (565 F. 2d 1367, 19 FEP Cases 1441 - 9th Cir. 1979).

d.) Research Evidence

Although substantial research was conducted on this standard/requirement during the middle 1970's, little if any has been conducted since that time. An excellent overview pertaining to the

relationship between height and job performance concluded, based upon the results of a number of studies reviewed which were collectively inconclusive, that the height requirement should be eliminated (White & Bloch, 1975).

e.) Recommendation

It is not recommended that the traditional minimum height standard/requirement be utilized for entry selection purposes. Severe examples of height and weight proportions however, which suggest potential health problems (e.g., extreme over-or under-weight), and/or equipment operation problems (e.g., vehicles and firearms) should be excluded from entry law enforcement positions. Age, body frame, and sex should be taken into consideration in the articulation of the range of acceptable height and weight proportions.

6. Sex

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

None.

d.) Research Evidence

As with race, explicit standards/requirements prohibiting females from applying for police officer positions have been rare and covert. Traditionally, ethnic minorities and females have been excluded from law enforcement via certain standards/

requirements which although valid and job-related on occasion have clearly had adverse and differential impact (e.g., registered voter, veteran's preference, education, written examination, physical agility examination, swimming proficiency, and height & weight).

Once again, as with the height & weight standard/requirement, substantial research was conducted during the middle 1970's pertaining to the performance of females in police work, but little if any has been conducted since that time. It would appear then that based upon our experience to date, and in the absence of compelling research to the contrary, females are as effectively enacting the police role as males.

e.) Recommendation

It is not recommended that any standard/requirement be employed which has adverse and differential impact on females, unless it is clearly and persuasively shown to be job-related.

7. Sexual Preference

a.) Florida State Statute

None.

b.) Florida Case Law

None.

c.) Country-Wide Case Law

In Rothmiller v. City of Philadelphia, a consent decree signed in federal court, prohibits rejection of police applicants for sexual preferences, bastardy, and immorality. The decree stated that, ". . . sexual preference or parental

status . . . " will not disqualify police applicants, and that private, consensual, non-criminal, off-duty immoral practices or habits, including fostering or having a bastard child, will no longer disqualify applicants for police positions. (GERR 875:28 - E.D. Pa. 1980).

In a case that will likely be cited in police employment cases, a federal court in Wisconsin reviewed the separation of a female drill sergeant instructor who was terminated after freely admitting her homosexuality and sexual preferences. The court concluded that there was no "nexus" between her affectional preferences and her job performance; that she undertook her duties in an "exemplary" fashion; and that it was arbitrary, capricious, and unreasonable for the Army to conclude that she was "unsuited" for continued military service. The court then ordered the plaintiff reinstated with all privileges. ben Shalom v. Secretary of the Army (489 F. Supp. 964 - E.D. Wis. 1980). It should be noted incidentally, that mere association with homosexuals and expression of a preference for a gay life style is protected under the First Amendment. However, homosexual behavior is beyond Constitutional protection when the activity can adversely affect the work environment.

d.) Research Evidence

There is no known research pertaining to the relationship between sexual preference and job performance. However, research currently underway in the San Francisco Police Department, where applicants have been hired who have sexual preferences for people

of the same sex, may provide an understanding of this relationship.

e.) Recommendation

It is not recommended that sexual preference, by itself, be employed as a basis for police applicant rejection.

⁵ A Florida Attorney General opinion stated that, "maximum age limits for hiring police officers cannot be established solely on the basis of age but on factors of training, experience, mental and physical abilities . . ." (Op. Atty. Gen., 071-181, July 1, 1971). Additionally, three Florida Attorney General opinions have addressed issues pertinent to the background investigation. "A person who has been released or discharged under any other than honorable conditions from any of the armed forces of the United States is not qualified for employment as a police officer" (Op. Atty. Gen., 074-300, Oct. 4, 1974). "One processed as a juvenile and adjudicated a delinquent by a juvenile court, sustains no conviction of either a felony or misdemeanor involving moral turpitude disqualifying him for employment as a police officer . . ." (Op. Atty. Gen., 071-74, April 15, 1971). "A convicted felon subsequently granted a pardon is not eligible for employment as a police officer . . ." (Op. Atty. Gen., 070-157, Oct. 30, 1970).

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DIRECTORY OF PSYCHOLOGICAL SCREENING RESOURCES

Background

In order to facilitate the consideration of psychological appraisal procedures by appointing authorities within the State of Florida, a mail survey was conducted (see Appendix A).

This survey was forwarded to the key law enforcement executive in each of the largest 112 agencies in the State of Florida along with a cover letter signed by G. Patrick Gallagher, Director of the Division of Police Standards and Training (see Appendix B).

Although a variety of information was requested in the survey, the primary purpose was to identify individuals throughout the State of Florida who currently provide police applicant psychological screening services.

Results

A total of 88 agencies completed the survey reflecting a return rate of 79 percent. Of the responding agencies, 34 or 39 percent indicated that they currently employ psychological appraisal procedures for police applicant selection purposes. Of the 54 agencies indicating that they do not employ psychological screening, 15 or 28 percent indicated that they are considering such a procedure.

Responses to the survey were highly varied with regard to the items of information requested. For example, the reported range of costs per police applicant was \$7.50 to \$200.00; rejection rates varied from less

Kent, Deborah A., and Eisenberg, Terry. The Selection and Promotion of Police Officers: A Selected Review of Recent Literature. The Police Chief, 1972, Vol. 39, 20-29.

Mills, Carol J., and Bohannon, Wayne E. Personality Characteristics of Effective State Police Officers. Journal of Applied Psychology, December 1980, Vol. 65, No. 6, 680-684.

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Sheedy, James E. Police Vision Standards. Journal of Police Science and Administration, September 1980, Vol. 8, No. 3.

Spielberger, Charles D., Schulman, Richard G., Spaulding, Harry C., and Ward, John C. Florida Police Standards Research Project. Center For Research In Community Psychology, University of South Florida, 1981.

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than 1% to 55%; and the range of police applicants screened (i.e., experience) varied from 10 to several thousand.

Guidelines

Listed alphabetically on the following pages are the names, addresses, and phone numbers of individuals who, according to themselves and/or various police agencies, perform psychological screening of police applicants. The police agencies whom they reportedly serve are also indicated.

The inclusion of a particular party in the Directory does not imply anything in the way of qualifications or endorsement by either the Florida Department of Law Enforcement nor Personnel Performance, Inc. Conversely, the exclusion of any party does not suggest any lack or absence of qualifications. Numerous efforts were made to identify and include any party or resource reporting psychological screening services for police applicants; no one from whom a survey was received was excluded from the Directory.

For the above reasons, the following guidelines are offered to appointing authorities who may be considering and/or evaluating psychological screening of police applicants. These guidelines are just that; they are not locked in concrete, nor etched in stone.

- Credentials of psychologists or psychiatrists; generally speaking, the more the better.
- Caution in the use of "mail-away" computerized psychological appraisal programs.

- Assessment of the willingness and preparedness of psychologists or psychiatrists to defend their judgments in both internal administrative appeal and litigation settings.
- Understandability of the psychological appraisal report, its contents and conclusions; if you can't understand it, consider looking for someone else or request clarification.
- Percent of police applicants rejected; if it's very low (e.g., less than 5%) or very high (e.g., more than 40%), the psychologist or psychiatrist may not be willing to "bite the bullet" or may have some misunderstanding of police work.
- Evidence of empirical validity and fairness should be looked upon very favorably.
- Costs over \$150 to \$200 per applicant are excessive and require justification; costs less than \$50 per applicant also necessitate clarification and justification.
- Recommendations from other police department clients referenced by the psychologist or psychiatrist should, of course, be favorable once checked.

Resources

Name

Robert K. Alsofrom, Ph.D.
2617 No. Flager Drive, Suite 502
West Palm Beach, FL 33407
(305) 832-8444

Law Enforcement Clients Reported

Juno Beach Police Department
Lake Worth Police Department
Royal Palm Beach Police Department

<u>Name</u>	<u>Law Enforcement Clients Reported</u>
Mark Axelberd, Ph.D. Jose Valle, Ph.D. Angel Velez-Diaz, Ph.D. Roger Rousseau, M.D. Valle-Axelberd & Associates 115 Mediera Avenue Coral Gables, FL 33134 (305) 442-8800	Coral Gables Police Department Dade County Public Safety Dept. Hialeah Police Department Miami Police Department
Edmund S. Bartlett, Ph.D. 1200 E. Hillcrest St., Suite 302 Orlando, FL 32803 (305) 898-5484	Eatonville Police Department Orlando Police Department Sanford Police Department Volusia County Sheriff's Dept.
R. K. Berntson, Ph.D. Broward Consulting Service 2601 East Oakland Park Blvd., #104 Ft. Lauderdale, FL 33306 (305) 563-4343	Boca Raton Police Department Ft. Lauderdale Police Department Hallandale Police Department Oakland Park Police Department Pompano Police Department Tamarac Police Department West Miami Police Department
Henry J. Bessette, Ph.D. Andrew R. Farinacci, Ph.D. Hilda Bessner, Ph.D. Bessette, Farinacci & Associates 1550 East Oakland Park Blvd. Ft. Lauderdale, FL 33334 (305) 565-1874	Broward County Sheriff's Dept. Plantation Police Department Tamarac Police Department Wilton Manors Police Department
Duncan N. Bowen, Jr., M.Ed. Brevard Mental Health Centers & Hospital, Inc. 1770 Cedar Street Rockledge, FL 32955 (305) 632-9480	Brevard County Sheriff's Dept.
Larry David Capp, Ph.D. Center for Family and Child Enrichment 2734 183rd Street, N.W., Suite 207 Miami, FL 33055 (305) 624-7450	Opa-Locka Police Department

<u>Name</u>	<u>Law Enforcement Clients Reported</u>
John L. Cassady, Jr., M.S. Orange County Sheriff's Dept. 1 N. Orange Avenue, Suite 1005 Orlando, FL 32801 (305) 420-3044	Orange County Sheriff's Department
Scott J. Cleveland, MSW 2 S.W. 12th Street Ocala, FL 32670 (904) 622-5149	Ocala Police Department
Patrick E. Cook, Ph.D. Royce V. Jackson, M.D. Psychiatry Associates 1630 North Plaza Drive Tallahassee, FL 32308 (904) 877-3102	Tallahassee Police Department
Morton Cooper, Ph.D. Robert Ginsburg, Ph.D. 3816 Hollywood Blvd. Hollywood, FL 33021 (305) 966-1300	Broward County Sheriff's Dept. Davie Police Department Hollywood Police Department Pembroke Pines Police Department
Herbert W. Eber, Ph.D. Psychological Resource, Inc. 74 Fourteenth Street, N.W. Atlanta, GA 30309 (404) 892-3000	Melbourne Police Department Palm County Sheriff's Department Pembroke Pines Police Department Tampa Police Department
Louis Ferrari, B.S. R.S.V.P. 3919 Octave Drive Jacksonville, FL 32211 (904) 744-5469	Clay County Sheriff's Department
Elias Gongora, M.A. Charlotte County Mental Health Clinic, Inc. P. O. Box 366 Punta Gorda, FL 33950 (813) 639-4106	Charlotte County Sheriff's Dept.

<u>Name</u>	<u>Law Enforcement Clients Reported</u>
Philip M. Greenberg, M.D. 615 DuPont Plaza Center Miami, FL 33131 (305) 379-0339	Miami Beach Police Department
Michael Harrell, Ph.D. 618 N.E. 1st Street Gainesville, FL 32601 (904) 375-7373	Marion County Sheriff's Dept.
Thomas H. Harrell, Ph.D. School of Professional Psychology Florida Institute of Technology 200 W. University Blvd. Melbourne, FL 32901 (305) 723-3701 Ext. 441	Palm Bay Police Department
David G. Hubbard, M.D. Personality Profiles, Inc. 8333 Douglas Avenue, Suite 1238 Dallas, TX 75225	Pembroke Pines Police Department
Kirk M. Hubbard David Lawrence Mental Health Center, Inc. 6075 Golden Gate Parkway Naples, FL 33999 (813) 455-1031	Collier County Sheriff's Dept.
Charles Kram, Ph.D. Department of Psychiatry University of Miami Medical School 1611 N.W. 12th Avenue Miami, FL 33136 (305) 325-6471	Coral Gables Police Department
Robert MacMurray, M.D. 106 Boston Avenue Altamonte Springs, FL 32701 (305) 831-4040	Altamonte Springs Police Department

<u>Name</u>	<u>Law Enforcement Clients Reported</u>
William J. McEntee, M.Ed. Brevard Community College Cocoa, FL 32922 (305) 632-1111 Ext. 390	Cocoa Police Department Indianalantic Police Department Indian Harbour Police Department Melbourne Village Police Dept. Palm Bay Police Department Rockledge Police Department Satellite Beach Police Department Titusville Police Department West Melbourne Police Department
Vincent E. Parr, Ph.D. Institute for Rational Living 416 Bon Aire Avenue Temple Terrace, FL 33617 (813) 985-8777	St. Petersburg Police Department Tampa Police Department
David P. Rice, Ph.D. P. O. Box 2646 Marathon Shores, FL 33052 (305) 743-9491	Key West City Police Department Monroe County Sheriff's Department
Harold H. Smith, Jr., Ph.D. Smith, Sikorski-Smith PA 12775 Seminole Blvd., Suite G Largo, FL 33540 (813) 585-5422	Largo Police Department Sarasota Police Department
Robert J. Zielinski, Ph.D. Sheila Cohen, Ph.D. 1599 N.W. 9th Avenue, Suite 201 Boca Raton, FL 33432 (305) 391-2905	Boca Raton Police Department Boynton Beach Police Department Delray Beach Police Department

APPENDIX A
Police Applicant Psychological Screening Services
Mail Survey Form

Police Applicant Psychological Screening Services Survey

NAME OF PSYCHOLOGIST/PSYCHIATRIST: _____

ORGANIZATIONAL AFFILIATION: _____

BUSINESS ADDRESS: _____

BUSINESS PHONE: () _____

EDUCATION: (Highest Degree & Specialty Area)

PROFESSIONAL ASSOCIATION MEMBERSHIPS: _____

PROFESSIONAL AWARDS AND/OR LICENSES: _____

UNIVERSITY AFFILIATIONS: _____

LAW ENFORCEMENT AGENCY CLIENTS AND REFERENCES: (FLORIDA ONLY)

<u>CLIENTS</u>	<u>REFERENCES</u>
1.	1.
2.	2.
3.	3.

Psychological Screening Services:

Approximate Number of Police Applicants Screened To Date _____

Cost Per Applicant _____

Average Percent Rejected (Solely on Psychological Grounds) _____

Do You Make Yourself Available For Applicant Appeals? ____ YES ____ NO

How Much Appeals (or Litigation) Experience Have You Had?

Summary Description of Screening Techniques/Procedures Employed:

Other Types of Law Enforcement Services Performed (Check All That Apply):

- | | |
|---|---|
| <input type="checkbox"/> Recruit Training | <input type="checkbox"/> Promotional Programming |
| <input type="checkbox"/> In-Service Training | <input type="checkbox"/> Stress Awareness |
| <input type="checkbox"/> Supervisory/Mgmt. Training | <input type="checkbox"/> Career Development |
| <input type="checkbox"/> Counseling/Therapy | <input type="checkbox"/> Organizational Development |
| <input type="checkbox"/> Research | <input type="checkbox"/> Other (Please Specify) |
| <input type="checkbox"/> Performance Appraisal | _____ |

Others Whom You Know Who Perform Police Applicant Psychological Screening Services In Florida: (Please Provide Names)

Name of Person Completing Survey

()

Phone Number

Title

Name of Police Agency

APPENDIX B

Police Applicant Psychological Screening Services
Mail Survey Form Cover Letter

STATE OF FLORIDA



JAMES W. YORK
Commissioner

Department of Law Enforcement

POST OFFICE BOX 1489
TALLAHASSEE 32302
PHONE 904-488-7880

June 29, 1981

BOB GRAHAM, *Governor*
GEORGE FIRESTONE, *Secretary of State*
JIM SMITH, *Attorney General*
GERALD LEWIS, *Comptroller*
BILL GUNTER, *Treasurer*
DOYLE CONNER, *Commissioner of Agriculture*
RALPH D. TURLINGTON, *Commissioner of Education*

Under a contract with the Division of Police Standards and Training of the Florida Department of Law Enforcement, Personnel Performance, Inc. is conducting a survey of police executives throughout the State of Florida. The purpose of this survey is to identify individuals who provide police applicant psychological screening services to law enforcement agencies throughout the State.

Many agencies in Florida use some form of psychological screening of police applicants as part of the selection process. There are also many agencies who do not utilize this selection component. Further, there are agencies who are considering psychological screening, but need additional information pertaining to available resources, costs, and so forth.

To fulfill this need, we will be developing a Directory of Psychological Screening Resources based upon the survey information that you and other police executives in the State of Florida provide.

Enclosed is a short two-page questionnaire which we ask you to have completed by that person who provides police applicant psychological screening services to your agency. If your agency does not conduct psychological screening, please indicate this on the questionnaire and return it. We would appreciate return of the questionnaire by July 13, 1981. The questionnaire is to be returned to Terry Eisenberg, Ph.D. at PERSONNEL PERFORMANCE, INC. For your convenience, we are enclosing a pre-addressed, stamped envelope.

On behalf of the Florida Department of Law Enforcement, allow me to thank you in advance for your assistance in this important effort.

Sincerely,

G. Patrick Gallagher
Director
Division of Police Standards & Training

GPG/vm
Enclosures (2)

A SYSTEMIC APPROACH TO THE
SELECTION OF LAW ENFORCEMENT PERSONNEL
IN THE STATE OF FLORIDA

EXECUTIVE SUMMARY

Submitted To:
The Florida Department Of Law Enforcement

By:
Terry Eisenberg, Ph.D.
Personnel Performance, Inc.
101 Church Street, Suite 1
Los Gatos, CA 95030

August 1981

The project entitled, "A Systemic Approach To The Selection Of Law Enforcement Personnel In The State Of Florida" was designed and executed for the purpose of producing the following three (3) products:

- I - Development of a systemic approach model to the selection of law enforcement personnel;
- II - Specification of recommendations pertaining to entry level standards/requirements; and
- III - Directory of psychological screening resources throughout the State of Florida.

In developing the systemic approach to the selection of entry level law enforcement personnel, the rationale for such an approach is discussed based upon the history of police and personnel selection literature and experience. A selection model is developed comprised of the following six (6) elements:

- recruitment,
- selection,
- psychological screening,
- academy training,
- field training, and
- probationary period.

The position is taken that the recruit selection process should include all six (6) elements, and that personnel hiring decisions should be deferred until behavioral information is acquired from all of these sources. The

implications of the proposed approach for local government and law enforcement executives are discussed.

Based upon pertinent Florida State Statute, Florida case law, Country-wide case law, and selected research evidence, recommendations are made pertaining to twenty-one (21) standards/requirements typically employed for the selection of entry level law enforcement personnel. The purpose is to provide appointing authorities throughout the State of Florida with state-of-the-art and practical recommendations regarding the selection of applicants for law enforcement careers. The following standards/requirements are addressed:

Biographic & Demographic Variables:

- citizenship,
- driver's license,
- age,
- residency,
- registered voter,
- veteran's preference,
- education,

Personality & Character Variables:

- written examination,
- oral board examination,
- background investigation,
- psychological appraisal,

- polygraph examination,
- appointing authority interview,
- assessment center,

Physical & Medical Variables:

- medical examination,
- physical agility examination,
- visual acuity,
- swimming proficiency,
- height and weight,
- sex, and
- sexual preference.

Recommendations are supported by legal and research references, and resource information is also cited and suggested where appropriate.

Employing a mail survey forwarded to the largest 112 law enforcement agencies in the State of Florida, a Directory of Psychological Screening Resources was developed. This Directory provides the names, addresses, and phone numbers of over 30 individuals who reportedly conduct psychological screening of law enforcement applicants. The agencies for whom they perform this service are also indicated. Guidelines are specified for appointing authorities who may be considering and/or are evaluating the value of police applicant psychological screening.