



# THE DEVELOPMENT OF PATROL OFFICER PSYCHOLOGICAL SCREENING GUIDELINES



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# CALIFORNIA LAW

California Govt. Code 1031(f):

“...free from any physical, emotional, or mental condition which might adversely affect the exercise of the powers of a peace officer.”

POST Regulation 1002(a)(7):

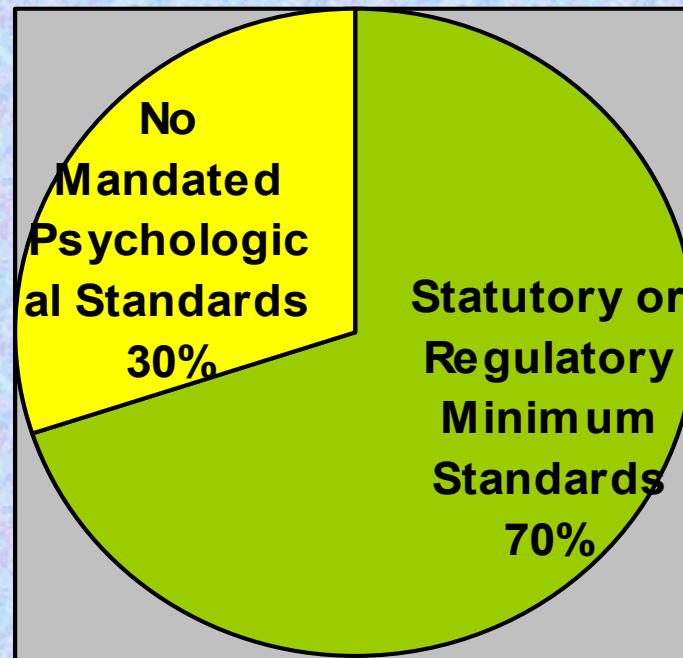
“ . . . applicants shall be judged to be free from job-relevant psychopathology, including personality disorders . . . ”

# POST PSYCHOLOGICAL EXAM REQUIREMENTS

- (a) Minimum of two objective psychological tests; one normed to identify abnormal behavior, the other assessing normal behavior.
- (b) A clinical interview by a qualified professional (Ph.D. + five years experience)

# National Application of Psychological Standards

## MINIMUM STANDARDS FOR MENTAL FITNESS



■ Regulatory Standards ■ No Standards

From Bolte & Smith, Criminal Justice Academy, 2001

# PROJECT GOALS

- Better assurance of consistency & accountability in conduct of  $\psi$  screening
- Update in response to changes in:
  - Statutes, regulations, case law
  - Psychological assessment
  - Policing
- Better delineation of assessment model:  
“selection” vs. “screening”

# PROJECT GOALS (cont.)

- Foster better coordination of all involved in candidate screening
- Broaden focus of guidelines to include clinical interviews, PHQ/BIs
- Base process on validated, behaviorally-defined **traits**

# The Many Uses of TRAITS

- Organizing structure for our meta-analysis
- Basis for developing examination and evaluation protocols
- Organizing structure for the new manual
  - Validity Evidence
  - Examination Guidance/Protocols
  - Critical Incidents
  - Evaluation & Feedback Forms

# MAJOR PROJECT PHASES

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

# **Job Analysis → Trait Explication**

- Requested information from law enforcement orgs. across state and nation
- Scoured the literature
- Contacted test publishers
- Developed Personality Requirements Questionnaire

# Personality-Based Job Analysis Questionnaires

- Personality-Related Position Requirements Form (PPRF) Raymark, P. H., Schmit, M. J., & Guion, R. M. (1997). *Personnel Psychology*, 50, 723-736.
- Personnel Requirements Survey (1998) Institute for Personality and Ability Testing (IPAT)
- Hilson Job Analysis Questionnaire (HJAQ) (1997) Hilson Research, Inc.
- Performance Improvement Characteristics (1997) Hogan Assessment Systems

“More than a reactive force that responds to crimes already committed; police must develop into a **proactive** entity that **deals with a broad variety of conditions** that tend to disrupt the community peace or adversely affect its quality of life.”

“Instead of reacting to specified situations, limited by rigid guidelines and regulations, the officer becomes a **thinking professional**, utilizing **imagination and creativity** to **identify and solve problems**. Instead of being locked in an organizational straightjacket, the police officer is encouraged to **develop cooperative relationships in the community** – to be guided by values and purposes, **rather than constrained by rules and excessive supervision**.”

# Traditional Policing vs. COPs

## Mean Ratings

(1 = Not required; 2 = Helpful; 3 = Essential)

	<u>Traditional</u>	<u>COPs</u>
Integrity	2.86*	2.94*
Emotional Control	2.69*	2.75*
Conscientiousness	2.63*	2.72*
Judgment/DM/Creativity	2.39	2.70*
Adaptability	2.34	2.67*

# Traditional Policing vs. COPs

## Mean Ratings (cont)

	<u>Traditional</u>	<u>COPs</u>
Agreeableness	2.36	2.44*
Assertiveness/Influence	2.35	2.64*
Teamwork/Cooperation	2.24	2.63*
Interpersonal	2.26	2.53*
Thoroughness	2.37	2.46*
Initiative	2.19	2.33

# Recommended COPS References

- [www.usdoj.gov/cops/cp\\_resources/pubs\\_ppse/default.htm](http://www.usdoj.gov/cops/cp_resources/pubs_ppse/default.htm)
- Sampson, R. & Scott (2000) *Tackling Crime and Other Public Safety Problems: Case Studies in Problem-Solving*. Washington, D.C. U.S. Dept. of Justice, Office of Community-Oriented Policing
- *Now and Beyond* (1999) Crime and Violence Prevention Center, California Attorney General's Office
- Meese, Edwin (1991) *Community Policing and the Police Officer*, paper presented at the Executive Session on Policing, Harvard, MA.

# Job Analysis → Trait Explication

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- Developed Personality Requirements Questionnaire
- **Generated and rated critical incidents**

# Example Critical Incident

- After approximately one year on the streets as a patrol officer, a complaint was made that Officer Jones had made an arrest and the report had not been received by the district attorney for processing. Officer Jones quickly explained that he had written the report and had sent it through the appropriate channels. Ironically, at this time a report was received from the department's records division that showed that Officer Jones had over 125 reports that had not been received by the records division. An internal investigation was conducted and determined that Officer Jones had deliberately not written these reports. Officer Jones was disciplined and returned to a correctional facility as an officer.

# Job Analysis → Trait Explication

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

# **(Near) Final Trait Taxonomy**

- (1) INTERPERSONAL COMPETENCE AND CONCERN**
- (2) COOPERATION AND TEAMWORK**
- (3) ADAPTABILITY/ FLEXIBILITY**
- (4) CONSCIENTIOUSNESS/ DEPENDABILITY**
- (5) PRUDENCE/IMPULSE CONTROL**

# Trait Taxonomy (cont.)

- (6) INTEGRITY/ ETHICS
- (7) EMOTIONAL MATURITY AND CONTROL
- (8) DECISION-MAKING AND JUDGMENT
- (9) ASSERTIVENESS/LEADERSHIP/  
INFLUENCE
- (10) ENGAGING IN INAPPROPRIATE AND  
SELF-DAMAGING BEHAVIOR - ON AND  
OFF DUTY

# Meta-Analysis

- Being conducted by Ones & Viswesvaran
- Data Collected
  - > 1700 articles ( $\pm 500$  yielded data)
  - Criterion-related data ( $\bar{x}$ ,  $\sigma$ , r) = 6,724
  - Contrasted group data ( $\bar{x}$ ,  $\sigma$ , d) = 2,148
- Example Criteria
  - Accepted/Rejected
  - Auto Accidents
  - Corruption
  - Supervisory Ratings
  - Commendations
  - Citizen Complaints
  - FTO Scores
  - Termination
- Awaiting test publisher feedback re: scale-dimension fit

# **PROPOSED MANUAL CONTENTS**

## **Introduction & Background**

Purpose & Philosophy

Methodology

Intended Use & Audience

## **Legal Issues & Regulations**

## **Selection and Training of Psychologists**

# **Trait-by-Trait Guidance**

Definition

Behaviors

Critical Incidents

Test scales, interview questions,  
background information

# **Test-by-Test Guidance**

Validities, Reliabilities; etc.

Usefulness in measuring traits

Applicant Norms

Advice and Admonitions (from test  
publishers,  $\Psi$  SMEs, etc.)

# **Background Information**

BI area x Trait matrix

Useful topics/questions

Integration with other assess. modes

Model PHS

# **Interviews**

Trait x Topic matrix

Integration with other assessment modes

Suggested questions and tactics

Do's & Don'ts

Model Protocol

# **Evaluation Protocols**

Translating findings into decisions

Feedback to agencies

Model Candidate Evaluation Form

# **Related Procedural Issues**

Feedback to Candidates

Appeals/Second Opinions

Formative Validation – feedback to  
psychologist to use in fine-tuning  
process.



*"That's all Folks!"*