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MINNESOTA MULTIPHASIC PERSONALITY INVENTORY AND CALIFORNIA PSYCHOLOGICAL INVENTORY AS PREDICTORS OF PERFORMANCE FOR A MUNICIPAL AND A STATE POLICE AGENCY

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MINNESOTA MULTIPHASIC PERSONALITY INVENTORY AND CALIFORNIA PSYCHOLOGICAL INVENTORY AS PREDICTORS OF PERFORMANCE FOR A MUNICIPAL AND A STATE POLICE AGENCY

A DISSERTATION

SUBMITTED TO THE GRADUATE FACULTY

in partial fulfillment of the requirements for the degree of

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By

JOSEPH D. ELAM

Norman, Oklahoma

1983

MINNESOTA MULTIPHASIC PERSONALITY INVENTORY AND CALIFORNIA PSYCHOLOGICAL INVENTORY AS PREDICTORS OF PERFORMANCE FOR A MUNICIPAL AND A STATE POLICE AGENCY

APPROVED BY

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DISSERTATION COMMITTEE

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Abstract

This study examined the utility of the Minnesota Multiphasic Personality Inventory (MMPI) and California Psychological Inventory (CPI) scale scores in predicting three levels of performance, pass/fail for academy training, grade point average (GPA) earned during academy training, and field performance rating (FPR) after completion of academy training, for two groups of police recruits. The first group consisted of 85 Oklahoma Highway Patrol (OHP) recruits, and the second group consisted of 99 Oklahoma City Police Department (OCPD) recruits. There were significant correlations between several scales on the MMPI and both the pass/fail and GPA criterion for both agencies. No significant correlations with FPR were found for either agency. Several scales on the CPI were significantly correlated with pass/fail and GPA for both agencies. Several scales on the CPI could be used to predict FPR for OCPD, but not for OHP. When the two tests were combined, several scales were significantly correlated with all three levels of performance for both agencies.

Minnesota Multiphasic Personality Inventory and California Psychological Inventory as Predictors of Performance for a Municipal and a State Police Agency

Although it is well accepted that personality tests were not developed as occupational screening instruments or performance predictors, they have frequently been used as such.

Cronbach (1949) stated that the earliest personality tests were used for occupational selection and prediction. If one defines personality as a stable psychological structure that permits the organization of human experiences and shapes a person's actions and reactions to his environment (Lazarus, 1971), or as the characteristic way an individual has for selecting alternative means to a given end (Brand, 1954), then it makes sense to consider personality as a predictor of future performance. As to predicting how an individual will react to a wide range of circumstances, Cronbach (1949) noted that an attempt to predict underlies every use of testing. This study will look at the usefulness of the MMPI and the CPI in predicting successful completion of academy training of police officers, degree of success during the academy as measured

by GPA, and measures of field performance after the officer began work on the street.

Super and Crites (1949) concluded that personality factors will determine the kinds of adjustment problems a worker will encounter, and the role he or she will play in any occupation entered. They based their conclusion partially on the premise that a poorly integrated personality may have difficulty adjusting to any situation, work or other, therefore, one of the reasons for personality assessment in vocational or personnel work is to screen out applicants with severe problems and assist those already employed in making more effective adjustments. Roe (1956) asserts that certain kinds of people are genuinely unsuited to some kinds of occupations, and personality and interest factors are of major importance in determining this. She states that there are strong indications that occupational preference is closely related to different aspects of personality. According to Knights (1976) the most important reason for the use of psychological testing or evaluation in a selection process is to predict how individuals will perform on the job.

Given the range of traditional and contemporary beliefs and attitudes in our society, law enforcement is a complex, demanding, and stressful occupation (Balch, 1972). The occupational role including the expectations placed on the individual law enforcement officer by the citizen at large,

governmental entities, administrative staffs, and officers themselves, is sometime extremely stressful and unrealistic (Reiser, 1982). Hence, it is not surprising then that the screening and selection of law enforcement officers in our complex society is becoming becoming more and more critical (McCreedy, 1974), and is one of the most controversial, time consuming, and costliest issues facing law enforcement administrators (Colarelli and Siegel, 1964).

Many of the services police officers are expected to provide are a matter of historical accident and community convenience. Law enforcement agencies are one of the few community service agencies fully operative 24 hours per day. As much as 90% of a police officers time is spent in activities unrelated to crime control, and yet, paradoxically, their presence precipitates conflict in many of their contacts (Keller, 1978). The officer is expected by all, including himself/herself, to be all things to all people, to make in a split second flawless decisions which may mean life or death to themselves, a citizen, or fellow officer, as well as be expert at all levels of crisis management. The listing of demands placed on the officer could be greatly extended.

Most officers accept the demands which the public places on them, and strive to meet the expectations of the society they serve. Yet, as a result of regularly trying to

meet unrealistic goals, many officers may become frustrated, overwhelmed, and experience physical and psychological breakdown.

McCreedy (1974) comments that selection of the police officer is probably the most critical part of the law enforcement process. However, it is not clear what kind of person a law enforcement officer should be. Some of the questions which need to be answered include: Is there an identifiable personality type best suited for law enforcement? Is it possible to predict how an individual will react, or perform under the wide range of conditions which routinely confront the police officer? To what extent can available techniques determine what kind of people are involved in law enforcement? And a final question, which will be addressed in this study, is: "Are current personality measures used in law enforcement selection procedures appropriate and valid?

The extent to which available techniques identify what kinds of people are involved in law enforcement is limited. Eisenberg and Reinke (1973) observe that one particular test may be valid for one particular group in one particular situation, but most tests are not valid for most groups in most situations. Based on a review of the literature, Eisenberg and Kent (1972) concluded that with a few exceptions, the research performed in the area of police selection has been poor. Most studies have not addressed the

key issue, which is predictive validity, and have on occasion irrelevently discussed validity in terms of correlation between predictor variables.

Super and Crites (1949) state that the more narrowly and specifically defined the occupation, the better the chance certain personalities will be attracted. The problem is that the police role is not easily defined. Many signs point to new police selection systems in which several kinds of personnel are selected because police departments are required to perform a variety of functions (Crosby, 1979). Levy (1967) speculates that attempts to identify a successful, ideal, model may have failed because of the heterogeniety of characteristics required by various agencies.

Method

Subjects

Four classes of OCPD recruits, for a total of 99 subjects, 17 females and 82 males ranging in age from 21 to 43 years, were used. Of this group, 11 failed the academy and 6 failed prior to completing 6 months probation. One observation was not read in the final data analysis, and final results are based on 98 observations. One class of OHP recruits with 85 subjects, 83 males and 2 females ranging in age from 23 to 35 years was used. Of this group 17 failed the academy and 2 failed prior to completeing 90

days probation.

Measures

Each subject was given both the MMPI and CPI. For all recruits there were three criterion measures: academy completion, class standing, and on the job performance measures for a six month period for the OCPD, and three months for the OHP. Each of the criterion measures are discussed in detail.

Predictors. Two tests were used for predictors, the MMPI and the CPI.

The MMPI was developed by Hathaway and McKinley (1947) to diagnose mental patients and classify them into different categories of neuroses and psychoses. Since its development, the instrument has been used in all kinds of settings, including counseling centers, industry, employment agencies, governmental agencies, and schools. The use of the MMPI has also been extended to include research and screening. The diagnostic capabilities of the MMPI have been expanded to include prediction of behavior, attitudes, thought patterns, and personality strengths (Duckworth, 1980). In addition to the four validity scales and the 10 clinical scales, a wide variety of experimental scales have been developed to measure such areas as alcoholism, ego strength, anxiety, and many others. The MMPI was among the original instruments chosen to select police officers

(Rankin, 1957) and currently is one of the most popular personality screening instruments used in law enforcement.

The CPI was developed by Gough (1964). It is a 480 item, true-false questionnaire yielding 18 standard scales designed to predict practical, meaningful personality characteristics. The CPI was originally validated on "normals" rather than pathological individuals, and focuses on personality characteristics which relate to social descriptions. The CPI is in common usage in clinical settings as a diagnostic tool, and its usefulness as a predictor of on-the-job behavior has been frequently demonstrated in a variety of industrial jobs. Studies which have investigated the usefulness of the CPI in law enforcement include those by Horstman (1976) and Hogan (1971).

Criterion Measures. Three criterion measures were used: pass/fail standing with respect to academy training; class standing in his/her class at the academies; on the job performance ratings for police cadets and probationary troopers.

Completion of the Academy. Criteria for successful completion of the OCPD Training Academy were: firearms proficiency defined as a minimum score of 420 points out of a possible 600 points; a minimum grade of "C" on all college level courses offered in the he academy; and a grade of no less than 75% on a maximum of two major areas, e.g.,

Municipal Traffic Ordinances and Municipal Criminal ordinances. In addition, there are behavioral standards which are somewhat subjective, but include such areas as the ability to interact cooperatively with instructors and fellow cadets, follow instructions, function safely on the firing range, deal with personal domestic issues so that they don't interfere with the cadet's performance in other areas of the academy, be responsible for personal debts, and be responsible for punctual attendance at classes.

Criterion for successful completion of the OHP academy include a minimum score of 70% on all class work and practical work. Training areas include firearms qualification, breathalyzer training, physical fitness training, first responder training, emergency medical techniques, and emergency vehicle operation. Behavioral standards include such areas as the ability to interact cooperatively with instructors and fellow recruits, and being personally responsible with respect to returning from leave, attending class, being punctual, personal finances, and conformity to regulations.

Individual Standing in the Academy. Individual standing in both the OCPD and OHP academies was determined by summing all scored work, as described above, and computing a mean score for each cadet. This mean score was used as the academy standing criterion variable for

subsequent statistical analyses.

On-The-Job Performance Ratings. A copy of the OHP three month on-the-job performance rating is included as Appendix B, and the OCPD six month on the job performance rating is included as Appendix C. A Performance Rating Form is completed for each recruit that successfully completes six months of service as a police officer, or three months as a probationary highway patrol trooper. A mean performance score was determined for each police cadet and trooper. These performance rating means were used as the rating criterion for subsequent statistical analyses.

Procedure

Profiles from two personality tests, the MMPI and CPI were obtained for all subjects who were accepted for training in the four OCPD training classes, and the OHP recruit class. Following academy training, pass/fail scores from the respective training academies were obtained on each subject. Performance ratings were also obtained on each subject successfully completing the training academies. Those subjects not successfully completing the academy training were excluded from the analyses of on the job performance ratings. Performance ratings, as described above, were the standard performance ratings routinely performed by supervisors on police officers after six months on the job for OCPD, and on probationary OHP troopers, after three months on the job.

Results

Predicting The Pass/Fail Criterion

MMPI and CPI profiles of officers who passed the academy compared to officers who failed the academy are presented in Figures 1 and 2 for the MMPI data, and Figures 3 and 4 for the CPI data. A discriminant analysis was performed on the combined test data for the two academy groups, and a pass/fail predictor equation was derived, using the Statistical Analysis System program DISCRIM (1979). These data were used to compute the posterior probability of correctly classifying officers into pass/fail categories. For the OCPD, out of 98 observations, 93 applicants were correctly classified, but, of the 5 mis-classifications, all were false positives, i.e., the predictor equation indicated that they would pass, but they failed to complete the academy. For the OHP sample, out of 85 observations, 4 were elimiated by the computer program because of incomplete data, and of the remaining 81 observations, 8 were mis-classified, with 2 false negatives (predicted to fail, but passed), and 6 false positives (predicted to pass but failed). Use of the predictor equation for predicting pass/fail for applicants in these sample groups correctly classified individuals 95% of the time for the OCPD and 90% of the time for the OHP.

A model of the best 7 predictors for pass/fail was

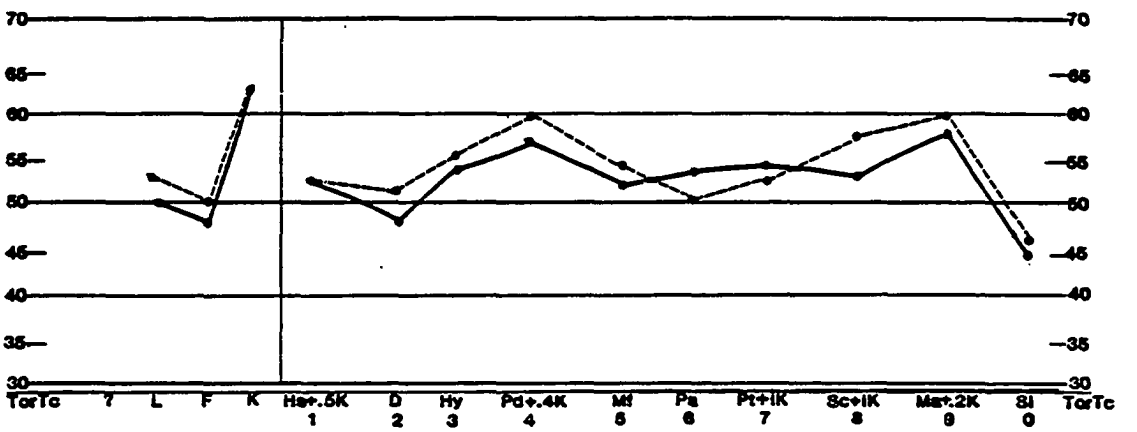

Figure 1. MMPI Pass/Fail Profile for the OHP (Pass——Fail----)

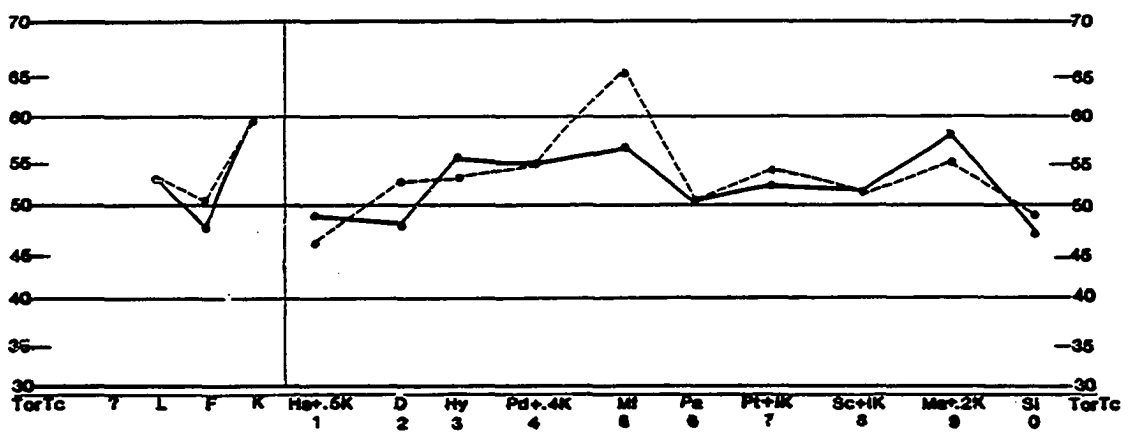

Figure 2. MMPI Pass/Fail Profile for OCPD (Pass——Fail----)

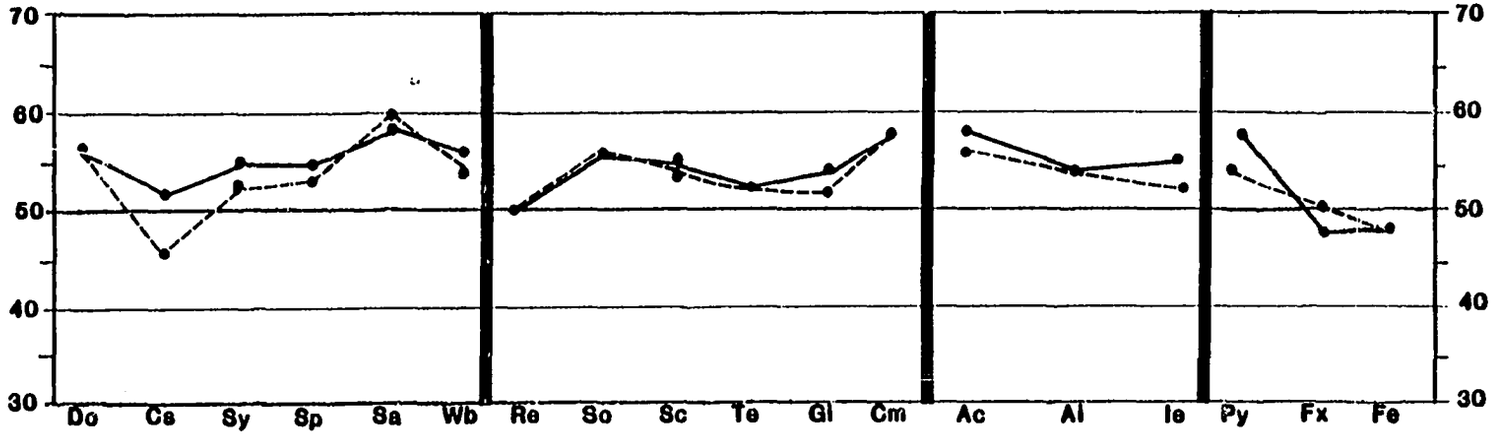

Figure 3. CPI Pass/Fail Profile for the OHP (Pass_____Fail----)

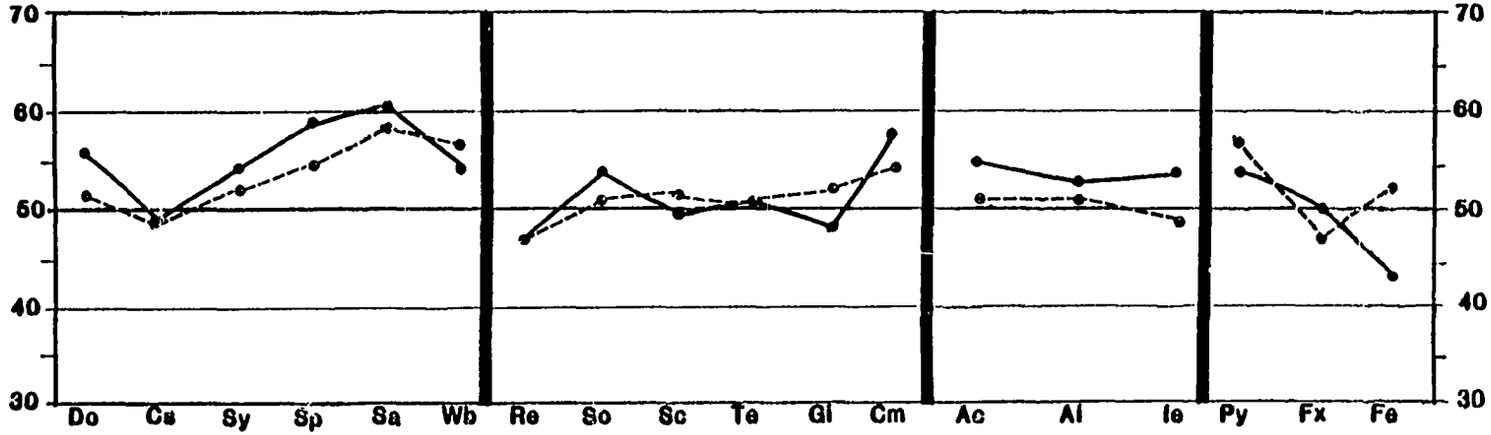

Figure 4. CPI Pass/Fail Profile for the OCPD (Pass_____Fail----)

derived from scores on the MMPI using the Statistical Analysis System program STEPWISE (1979), for Maximum R-squared Improvement for predicting the pass/fail variable. The models and correlations are presented in Table 1. Of the 7 MMPI predictor variables for the OHP sample, R-squared = 0.184, $p<.05$, there are four individual scales that are significant, K, $p<.05$, Scale 3, Hysteria, $p<.01$, Scale 6, Paranoia, $p<.05$, and Scale 8, Schizophrenia, $p<.01$. For the OCPD sample, although R-squared = .158, $p<.05$, there are no individual scale scores that are significant at the $p<.05$ level. For this sample, the MMPI is a significant predictor of pass/fail for both the OHP and OCPD.

Profile scores on the CPI were used to obtain the best 7 predictors of pass/fail. This model is presented in Table 2. For the OHP, the results obtained were R-square = 0.187, $p<.05$, and four scales were significant, Social Presence, $p<.05$, Self Acceptance, $p<.05$, Good Impression, $p<.01$, and Achievement via Conformance $p<.01$. For the OCPD sample R-squared = 0.182, $p<.01$, with three scales significant, Well Being, $p<.01$, Flexibility, $p<.05$, and Femininity, $p<.01$. For this sample, data indicate that the CPI is a significant predictor of pass/fail for both the OHP and OCPD, and that the correlation between the CPI and the pass/fail criterion is slightly higher than the MMPI for both groups.

Combining the MMPI and CPI tends to improve somewhat the precision of prediction of pass/fail for both the OHP

Table 1

Maximum R-squared Improvement For Predicting Pass-Fail From MMPI Scale Scores Based on a Best 7 Predictor Model Shown for OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
L	-.321	L	-.219
K	.406*	F	-.355
Hypocondriasis	.125	Hypocondriasis	.188
Hysteria	-.488**	Hysteria	.121
Psychopathic Deviate	-.153	Psychopathic Deviate	.112
Paranoia	.410*	Depression	-.190
Schizophrenia	-.412**	Masculinity/Feminity	-.089
(R-squared = .184, F<.032)		(R-squared = .158, F<.042)	

* p<.05

** p<.01

Table 2

Maximum R-squared Improvement for Predicting Pass-Fail From CPI Scale Scores Based on a Best 7 Predictor Model Shown for OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
Sociability	-.314	Sociability	-.179
Capacity/Status	.225	Well Being	-.378**
Social Presence	.341*	Socialization	.156
Self Acceptance	-.467*	Flexibility	.207*
Ach./Conformance	.576**	Ach./Conformance	.231
Good Impression	-.304**	Intellect. Efficiency	.158
Ach./Independence	-.216	Femininity	.270**
(R-squared = .187, F<.021)		(R-squared = .182, F<.010)	

* p<.05

** p<.01

and OCPD. This model is presented in Table 3. Individual tests used as predictors for the OHP group had produced R-squared = 0.184 for the MMPI, and 0.187 for the CPI. For the OHP combining the tests produced an improvement in prediction of R-squared = 0.240, $p<.01$ was obtained. Of the seven predictor scales, six were significant, Scale K, $p<.05$, Scale 3, Hysteria, $p<.05$, Scale 6, Paranoia, $p<.05$, Scale 8, Schizophrenia, $p<.01$, for the MMPI, and for the CPI, Achievement via Independence, $p<.05$, and Psychological Mindedness, $p<.05$.

For OCPD, correlations obtained using the best 7 predictor model were R-squared = 0.158 for the MMPI, and 0.182 for the CPI. By combining the two tests, there is an improvement in prediction so that R-squared = 0.215, $p<.01$, with five scales significant: MMPI scale F, $p<.05$, and CPI scales Sociability, $p<.05$, Well Being, $p<.05$, Achievement via Conformance, $p< .05$, and Femininity, $p<.01$.

Predicting The Class Standing Criterion

A best 7 MMPI predictor of GPA model is presented in Table 4. For the OHP, an R-squared = 0.370, $p<.001$ was obtained, with two scales being significant, Scale L, $p<.001$, and Scale K, $p<.01$. For the OCPD, an overall R-squared = 0.257, $p<.01$, was obtained between profile scores and GPA, with three scales reaching significance, Scale L, $p<.01$, Scale K, $p<.001$, and Scale 9, Hypomania, $p<.05$. The

Table 3

Maximum R-squared Improvement for Predicting Pass-Fail From MMPI and CPI Scale Scores Based on a Best 7 Predictor Model Shown for OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
L	-.381	F	-.426*
K	.368*	Dominance	.130
Hysteria	-.444*	Sociability	-.257*
Paranoia	.448*	Well Being	-.319*
Schizophrenia	-.441**	Ach./Conformance	.288*
Ach./Independence	-.266*	Flexibility	.196
Psychological Minded.	.553*	Femininity	-.251*
(R-squared = .240, F<.004)		(R-squared = .215, F<.005)	

* p<.05

** p<.01

Table 4

Maximum R-squared Improvement for Predicting GPA From MMPI Scale Scores Based on a Best 7 Predictor Models Shown For OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
L	-.463**	L	-.465**
K	.268**	K	.467***
F	-.291	Depression	.179
Hypochondriasis	-.149	Hysteria	-.202
Psychasthenia	-.082	Psychasthenia	-.170
Paranoia	.167	Schizophrenia	-.289
Introversion	-.053	Hypomania	.295*
(R-squared = .370, F<.0002)		(R-squared =.257, F<.003)	

* p<.05

** p<.01

*** p<.001

MMPI is a significant predictor of GPA for both OHP and OCPD.

Table 5 shows the best 7 predictor model using the CPI. For the OHP, an R-squared = 0.498, $p<.001$, was obtained between GPA and personality profile scores, with three scales reaching significance, Dominance, $p<.001$, Achievement via Independence, $p<.01$, and Femininity, $p<.05$. For the OCPD, an R-squared = 0.227, $p<.01$ was obtained with three significant scales, Dominance, $p<.05$, Self Control, $p<.05$, and Good Impression, $p<.05$. It can be concluded that for this sample, the CPI is a significant predictor of GPA for both the OHP and OCPD. When compared to the MMPI, the CPI has superior precision in predicting GPA for the OHP, but is slightly less precise in predicting GPA for the OCPD.

The best 7 predictor model combining the two tests is given in Table 6. For the OHP an improved prediction of GPA was produced with R-squared = 0.554, $p<.001$, with four significant scales, Scale L, $p<.05$, and Scale 9, Hypomania, $p<.05$, for the MMPI; and for the CPI, Dominance, $p<.001$, and Intellectual Efficiency, $p<.05$. For the OCPD, combining the two tests produced an improved prediction of R-squared = 0.322, $p<.001$, with five scales being significant, Scale L, $p<.05$, Scale K, $p<.01$, Scale 3, Hysteria, $p<.05$, Scale 8, Schizophrenia, $p<.05$, and Scale 9, Hypomania, $p<.05$, all from the MMPI. Combining the MMPI and CPI scales increases

Table 5

Maximum R-squared Improvement for Predicting GPA From CPI Scales Scores Based on a Best 7 Predictor Model Shown For OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
Dominance	.172**	Dominance	.204*
Well Being	.207	Capacity for Status	.121
Good Impression	-.063	Good Impression	-.233*
Communality	.225	Socialization	-.088
Ach./Independence	.190**	Self Control	.193*
Intellect. Efficiency	.070	Responsibility	.138
Femininity	-.214*	Flexibility	.131
(R-squared = .498, F<.0001)		(R-squared = .227, F<.004)	

* p<.05

** p<.01

Table 6

Maximum R-squared Improvement for Predicting GPA From MMPI and CPI Scale Scores Based on a Best 7 Predictor Model Shown For OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
L	-.264*	L	-.398*
F	-.298	K	.350**
Hypomania	-.161*	Hypomania	.224*
Dominance	.2081***	Schizophrenia	-.273*
Well Being	.142	Hysteria	-.245*
Intellect. Efficiency	.196*	Capacity for Status	.199
Femininity	.140	Responsibility	.141
(R-squared = .554, F<.0001)		(R-squared = .322, F<.0002)	

* p<.05

** p<.01

*** p<.001

to some extent the precision of prediction of GPA for both the OHP and OCPD.

Predicting Field Performance Ratings

A model of the best 7 MMPI predictors derived using the Maximum R-square Improvement for predicting field performance ratings is presented in Table 7. For the OHP group, an R-squared = 0.140, $p<.255$ was obtained, with only one scale significant at the $p<.05$ level, Scale 8, Schizophrenia, $p<.05$. For OCPD, R-squared = 0.141, $p<.153$, with only one significant MMPI scale, Scale 6, Paranoia, $p<.05$. In this sample, profiles on the MMPI were not significantly correlated with FPR for either the OHP or the the OCPD.

Profile scores from the CPI were used to obtain a best 7 predictor model of FPR for the two groups. This model is presented in Table 8. For the OHP, an R-squared = 0.150, $p<.210$ was obtained. Two individual scales were significant, Self Acceptance, $p<.05$, and Well Being, $p<.05$. For the OCPD, an R-squared = 0.306, $p<.001$, was obtained, with five of the seven scales significant, Capacity for Status, $p<.001$, Self Control, $p<.01$, Tolerance, $p<.05$, Intellectual Efficiency, $p<.05$, and Flexibility, $p<.01$. In this sample, the CPI is significantly correlated with FPR for the OCPD, but not for the OHP.

A best 7 predictor model for the two tests combined is

Table 7

Maximum R-squared Improvement for Predicting FPR From MMPI Scale Scores Based on a Best 7 Predictor Model Shown for OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
F	-1.434	F	-3.360
K	-.520	K	.971
L	1.030	Masculinity/Feminity	.535
Hypochondriasis	.406	Paranoia	5.879*
Psychopathic Deviate	-.461	Psychopathic Deviate	2.260
Psychasthenia	-.774	Hypomania	.890
Schizophrenia	1.228*	Introversion	1.232
(R-squared = .140, F<.255)		(R-squared = .141, F<.153)	

* p<.05

Table 8

Maximum R-squared Improvement for Predicting FPR From CPI Scales Scores Based on a Best 7 Predictor Model Shown for OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
Dominance	.482	Capacity for Status	7.861***
Social Presence	.388	Self Control	3.236**
Tolerance	-.896	Tolerance	3.872*
Well Being	1.538*	Good Impression	-1.527
Self-Acceptance	-.116*	Communality	4.613
Psychological Minded.	-1.309	Intellect. Efficiency	-3.871*
Flexibility	.865	Flexibility	3.570**
(R-squared = .150, F<.210)		(R-squared = .306, F<.0003)	

* p<.05

** p<.01

*** p<.001

presented in Table 9. For the OHP, an improvement in correlation of the personality measures and the FPR is obtained, R-squared = 0.208, $p<.053$, with three scales reaching significance, Scale 7, Psychasthenia, $p<.05$, and Scale 8, Schizophrenia, $p<.01$, on the MMPI, and Capacity for Status, $p<.05$ from the CPI. For OCPD, combining the two tests produces an improved R-squared = .311, $p<.001$, with four significant scales: MMPI Scale 6, Paranoia, $p<.01$, and CPI scales, Dominance, $p<.05$, Capacity for Status, $p<.001$, and Intellectual Efficiency, $p<.05$. When the two tests are combined, prediction is improved, and the best 7 variable model is a significant predictor of FPR for both the OHP and OCPD.

There is no difference at the $p<.05$ level in the ability of the two tests to predict performance. However, from a practical perspective, prediction tends to improve when the two tests are combined.

Discussion and Conclusions

Three questions were considered: 1) Do profiles of officers who pass differ from profiles of officers who fail? 2) Do scores on personality tests predict class standing in police training academies? 3) Do on the job performance ratings correlate with personality variables? Some answers seem evident.

Table 9

Maximum R-squared Improvement for Predicting FPR From MMPI and CPI Scale Scores Based on a Best 7 Predictor Model Shown for OHP and OCPD

Oklahoma Highway Patrol		Oklahoma City Police	
Scale	B-Value	Scale	B-Value
F	-1.185	Paranoia	-6.127**
Psychopathic Deviate	-.401	Hypomania	2.515
Psychasthenia	-1.073*	Introversion	1.151
Schizophrenia	1.534**	Dominance	-2.151*
Capacity for Status	-.766*	Capacity for Status	9.568***
Socialization	.442	Intellect. Efficiency	-3.494*
Femininity	.581	Flexibility	1.627
(R-squared = .208, F<.053)		(R-squared = .311, F<.0006)	

* p<.05

** p<.01

*** p<.001

First, based on an analysis using the best 7 predictor variable model, significant correlations were obtained between certain scales on the MMPI, the CPI, and the pass/fail criterion for both the OHP and OCPD. Combining the two tests resulted in an increase in the coefficients of correlation. Using a discriminant analysis, Statistical Analysis System program DISCRIM (1979), it was possible to accurately classify officers into pass/fail groups 90% of the time for the OHP, and 95% of the time for OCPD. Although this prediction rate seems high, if every recruit were predicted to pass a high percentage of correct classifications would still be obtained.

Both the MMPI and CPI were statistically significant predictors of GPA for both the OHP and OCPD. Considering the two tests individually, the CPI was somewhat the better predictor for the OHP, but for the OCPD the two tests were about equal. A combination of the MMPI and CPI improved the precision of prediction from R-squared = 0.257 and 0.227 to 0.322 for OCPD, and from 0.370 and 0.498 to 0.554 for the OHP.

FPR is the most difficult variable to predict. The MMPI alone was not a significant predictor of FPR for either agency, and the CPI was not a significant predictor of FPR for the OHP. However, by combining the two tests, a best 7 predictor variable model was obtained which was significantly correlated with FPR for both agencies.

It seems reasonable to conclude, from the data obtained in these samples, that the MMPI and CPI both separately and in combination are useful in predicting future performance in the two agencies studied. However, several significant questions still remain. For example, are the tests better predictors than other sources of information such as job records and background checks? How far into each officer's future can the tests predict? Should the tests be repeated at some optimum interval? Can profiles obtained at one agency be generalized across agencies and geographical areas? What are the possibilities of generating a profile for an "ideal" or "model" police officer or highway patrol officer?

Daley (1978) has commented that the characteristics required to survive in law enforcement are likely to vary between regions, communities, and over time, as communities change. Similarly, Levy (1967) observed that heterogeniety of characteristics required between agencies has likely frustrated efforts to develop an ideal model for law enforcement officers. The findings of this study tend to support Levys' observations, since there is little overlap among predictors of success for these two groups.

Between the OHP and OCPD samples, there is only limited agreement among the predictor variables. Based on these data, it is reasonable to conclude that there may be little

overlap between the characteristics that lead to success in the OHP and OCPD. For example, there are no significant common predictor MMPI or CPI scales for pass/fail for the two agencies. GPA is predicted for both agencies by scales L, and K of the MMPI, and Dominance of the CPI. When the two tests are combined the Hypomania scale of the MMPI is added. There are no common predictors of FPR for these two sample groups. When combined CPI Capacity for Status scale is significant for both agencies.

Although statistical significance at the $p<.05$ level was found for the ability of the MMPI and CPI scales to predict the criterion variables, no significant difference at the $p<.05$ level was found between the two tests. When combined, the predictive utility of the tests tended to improve. From a practical perspective, if the law requires the use of one or the other (as, for example in Oklahoma), it makes sense to use them in combination inasmuch as the testing mechanism is already in place.

Future research should include a comprehensive task analysis and cross validation for the agencies studied. As an extension of the present research, performance by officers in these two sample groups will be followed during the first two years of their careers. Other sample groups from police agencies throughout the State of Oklahoma will be studied by this researcher, using this same method, to allow for shrinkage of correlations due to sampling error,

and to test the predictability of these two tests across agencies, and geographical areas.

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APPENDIX A

PROSPECTUS

PROSPECTUS

I. Introduction

A. Summary

The objectives of this study are to test the (1) appropriateness and (2) the validity of the two personality tests most frequently used by the Oklahoma City Police Department (OCPD), and the Oklahoma Highway Patrol (OHP) in their selection process. Subscale scores obtained from the Minnesota Multiphasic Personality Inventory (MMPI), and the California Psychological Inventory (CPI) will be used to determine their usefulness in predicting (1) pass or fail the police or highway patrol training academy, (2) degree of success or failure in the academy training, as measured by grade point average (GPA), (3) on the job performance, as measured by standard department performance evaluations.

B. Background

The use of psychological testing to predict specified future performance has a long history. Centuries before more contemporary tests were developed, the Israeli Army

under Gideon, and the Greek Army, as observed by Plato, used military aptitude tests to screen potential soldiers (Guion, 1976). In more recent history, some of the earliest published general abilities tests were developed by Cattell (1890) to identify mental abilities which correlated with success in college. Later used to classify Army inductees, the Army Alpha and Beta tests became the standard for many similar tests such as the Army General Classification Test (AGCT), which was subsequently developed for use during World War II.

The Pennsylvania State Police used the Army Alpha and Otis Group Test as screening instruments as early as 1916 (Yoder, 1942). Since 1945, the use of psychological tests for predicting success and failure has become more frequent and wide spread. Tests have been developed to measure aptitude and achievement for students at all levels of education. Classification tests have been developed for a wide variety of military and civil service jobs. A number of special aptitude and ability tests have also been developed for use in private industry. Along with aptitude and achievement tests, there has also been an increase in the use of personality tests as screening tools.

Although it is well accepted that personality tests were not developed as occupational screening instruments for performance predictors, they have frequently been used as

such. Cronbach (1949) has stated that the earliest personality tests were used for occupational selection and prediction. If one defines personality as a stable psychological structure that permits the organization of human experiences and shapes a person's action and reaction to his environment (Lazarus, 1971), or as the characteristic way an individual has for selecting alternative means to a given end (Brand, 1954), then it makes sense to consider personality as a predictor of future performance.

Super and Crites (1949) define personality as a pattern of traits or ways of reacting to external stimuli and state that "Personality determines the kind of adjustment problems which the worker will encounter and the role he will play in any occupation he enters". Given the latitude of behaviors available to a police officer this view seems particularly relevant to the present study. There is evidence to support the notion that certain kinds of people are genuinely unsuited to some kinds of occupations, and personality and interest factors are of major importance in identifying them (Roe, 1956). It is recognized, however, that prediction of future performance will always face restriction from both the standpoint of the situations faced and reaction to that particular situation. Moreover, not only are there difficulties in predicting behavior in various situations, there are also problems in defining which behaviors are desirable in police work.

There has been considerable research on appropriate police behavior, and appropriate tests for measuring the personalities of prospective personnel in law enforcement agencies. O'Connor (1962) reports that in the USA, in 1956, 30 cities of over 25,000 population were using some kind of psychiatric/psychological examination, and that in 1961, 49 cities in the same population range were doing so. Techniques used ranged from superficial paper an pencil tests, to extensive test batteries and interview techniques. In the 1962 review, the MMPI was the most frequently used test. The CPI was not used by any of the reporting cities. Assessments were done by psychometrists, psychologists, and pychiatrists. A 1963 survey by Narrol and Levitt indicated that 16% of cities surveyed used some sort of psychiatric interview, but Mills, McDevitt, and Tonkin (1965) point out that cultural, motivational, emotional, and personality dimensions were largely untapped. A more recent study, Murphy (1972), surveyed local an state police agencies. Local agencies serving a population of 50,000 or more with at least 100 police officers were surveyed. State agencies were included because they represent a unique kind of police officer. Murphy found that 43.9% of the local agencies used psychological tests and 13.3% of the state agencies used such tests. The MMPI was used by 48.7% of the responding agencies.

Given the range of traditional and contemporary beliefs and attitudes in our society, law enforcement is a complex, demanding, and stressful occupation (Balch, 1972). The occupational role including the expectations placed on the individual law enforcement officer by the citizen at large, governmental entity administrative staffs, and officers themselves are sometimes extremely stressful and unrealistic (Reiser, 1982). It is not surprising then that the screening and selection of law enforcement officers in our complex society is becoming more and more critical (McCreedy, 1974), and is one of the most controversial, time consuming, and costliest issues facing law enforcement administrators (Colarelli and Siegel, 1964). The President's Crime Commission, 1967, and the President's Riot Commission, 1968, recommended improved screening of police candidates to eliminate those with undesirable characteristics.

Many of the services police officers are expected to provide are a matter of historical accident and community convenience. The law enforcement agencies are one of the few community service agencies fully operative 24 hours per day. As much as 90% of a police officers time is spent in activities unrelated to crime control, and yet, paradoxically, their presence precipitates conflict in many of their contacts (Keller, 1978). The officer is expected by all, including himself, to be all things to all people.

Citizens make demands of officers for a wide range of reasons which can cause conflict within the officer (Rubin and Cruse, 1973). An officer may have to respond to requests for information such as the distance and direction to anywhere a citizen may want to go, or he may regularly have to handle situations ranging from calming a lost child to investigating a major crime. Duties may range from arresting a citizen for a traffic violation, to capturing a felon with the possible use of deadly force. Officers are expected to make flawless decisions in a split second which may mean life or death to themselves, a citizen, or fellow officer. Officers are also under pressure because their emergency decisions are often subject to lengthy court debate. They are expected to be expert at all levels of crisis management, ranging from calming family disturbances, and handling disturbed or even psychotic individuals, to situations which can involve domestic or international terrorist and hostage incidents where the participants are trained to provoke some inappropriate response from the officer.

Lipset (1969) quotes Stokley Carmichael, a 1960's leftist activist, as stating that a demonstration which does not result in police action against the participants is a failure. He further states, "American New Left students are thus prepared to alienate the police as well as conventional

working class opinion in order to provoke police brutality which will enable them both to prove their manhood and validate their total rejection of all social institutions. Hence we may expect a continuation of the vicious circle of confrontation and police terror tactics". Confronting violence and crime eventually takes its toll and influences the behavior of officers in performing their duties.

The list of demands placed on the officer could be greatly extended. Most officers accept the demands which the public places on them, and strive to meet the expectancies of the society they serve. As a result of regularly trying to meet unrealistic goals, many officers may become frustrated, overwhelmed, and experience physical and psychological breakdown. Frequent media, and other accounts attest to occasions when the loss of control by officers resulted in personal harm to the officer or citizens. For example, in January of 1978, a young Chicago police recruit, in basic training, shot and killed a fellow subway rider without provocation following a "staring contest" (Chicago Tribune, January 1978). In "Badge of Madness" Willwerth (1977) described the psychological breakdown of New York City police officer Pete Bon Viso, who had been involved in the fatal shooting of a suspect. The author asks the question "... what might a department do to prevent a recurrence of the sort of tragedy that brought Pete Bon Viso down ...?" In an article which appeared in a

March 1977 issue of the St. Louis Post-Dispatch, Volger and Wagman reported on a law suit filed against the city of Maplewood, Missouri. They summarized the ruling of the law suit as requiring the city to properly screen police applicants, provide corrective action for all inappropriate behavior, provide a source of preventive action for officers affected negatively by the stresses of the job, and provide adequate training and supervision. It has been said that approximately 35% of all police officers are unsuited for the job and are untreatable (Shev and Hewes, 1977).

In addition to pressures and demands of the job, there are at least two reasons for improving the screening/selection process for police officers. The first reason is the power the police officer possesses, and the second involves the long term effect of stress.

In spite of legal restrictions, court reviews, citizen review, and other constraints, law enforcement officers possess a vast amount of real power and authority in our lives, including our freedom to move about, and over life itself in some cases. Police are the only people society allows to carry and use guns to enforce law and maintain order at their discretion (Shev and Hewes, 1977). They should be the most healthy and stable. This authority can be exercised judiciously, or arbitrarily. In "The Crime of Punishment", Menninger (1968) states, "Some police have

usurped power to punish and believe the use of 'legitimate violence' is their occupational prerogative and monopoly". If the officer is emotionally unstable, tragedy can result. The citizen hopes, and trusts, that the officer has been carefully screened, selected, and trained to use his authority and power properly. Abbatiello (1969) commented, "In view of the importance of the law enforcement function in our society, and the great authority and responsibility vested in the individual police officer, it seems strange that the contribution of behavioral scientists in identifying, selecting, training, and placing the men doing the job have generally not equaled the effort expended on improving police technology and weaponry".

The sources of stress experienced by law enforcement officers are many and varied. For example, stress can arise from personal needs, from the way police agencies are administered, from the rising crime rate, which law enforcement is charged with stemming, and from the courts in the form of decisions. The Miranda versus State of Arizona (1966) for example, is often seen by police officers as a case of the use of obscure technicalities to unnecessarily frustrate their efforts. Stress can also be indigenous, their own needs, wants, and expectations.

It is hardly arguable that a clear case can be made that the selection of the right person to be a police officer is critical. However, it is not always clear what

kind of person a law enforcement officer should be. Some of the questions which need to be answered include: Is there an identifiable personality type best suited for law enforcement? To what extent can available techniques determine what kind of people are involved in law enforcement? Is it possible to predict how an individual will react, or perform under the wide range of conditions which routinely confront the police officer? And a final question, which will be addressed in this study, asks: "Are current personality measures used in law enforcement selection procedures appropriate and valid?"

Concerning whether of not there is a personality type best suited for law enforcement Dodd (1967), quoting Mailer, (1966) states, "There is no human creation so contradictory, so finally enigmatic, as the character of the average cop." Based on the confusion in the literature, this statement makes some sense. Dodd continues that if one considers the term "police mentality" to refer to a general perspective that police have of the world, then some credence may be given to the notion that such a personality type may exist. As Hooke and Krauss (1971) have indicated, the term "police mentality" existing in everyday language indicates that personality factors may be very significant in selection. Levine (1979) describes police officers as being an intellectually, physically, emotionally elite group, who are

screened more rigorously that practically any other major occupational group. According to Colarelli (1972) the characteristics that constitute a good policeman are in part determined by the social system and the organizational system within which he operates. Knights (1976) points out that a police officer's emotional makeup must be such that it permits him to relate to the emotional stress of his job without exhibiting unwarranted reactions. Eisenberg and Reinke (1973) in researching the use of written examinations in police officer selection, comment that a police officer's job demonstrably requires greater skill in dealing with people. Two important behavioral characteristics are identified by Newman (1971). He states that the absence of the characteristics which contribute sine qua non to failure in law enforcement are: The ability to accept chain of command, and the ability to act in an authoritative, as opposed to authoritarian, manner in both routine and crisis situations. As Bianchi (1973) points out, police are frequently viewed by society as a homogeneous group drawn by the power and authority inherent in the badge. Results of Bianchi's study indicate that police officers have a higher degree of defensiveness, lower capacity for self criticism, and greater concern for creating favorable impression than the general population. Other variables influence police officer behavior, for example, according to Lefkowitz (1975) one of the most salient determinants of police behavior is

their socio-occupational isolation. Skolnick (1966) comments that the "working personality" of police officers may be attributed to the combination of danger, authority, and efficiency of their milieu. Fenster and Locke (1973) point out that research has indicated that emotional stability is a critical factor in determining the probability of success in law enforcement. Earlier, Dudycha (1956) had stated that it is imperative that emotionally unstable, predisposed toward mental abnormality, or actually psychotic applicants be eliminated early. Dudycha further advocated that a police officer should be rather well adjusted in his home life, not over anxious about his health, not a chronic complainer, moderately aggressive in social adjustment, and emotionally stable. Empathic sensitivity and assertive independence, low affective intensity and high affective control, along with the ability both to comply with and exercise authority are described as essential police officer characteristics (Butler and O'Leary, 1980). A slightly different approach is taken by Shapiro (1981) as he describes unsuitable characteristics of police officers as being, poor judgment, antisocial and alcoholic tendencies, poor interpersonal relationships, serious psychiatric illness, immaturity reflected by hypochondriasis, and oppositional and passive resistant attitudes and behavior. A New Jersey study found police

applicants to be of above average intelligence, oriented toward doing a job which involves working with people, have a strong need to achieve, dominate and be the center of attention, yet understand the feeling and behavior of others (Smelson, 1975). Matarazzo, Allen, Saslow, and Wiens (1964) found successful police civil service applicants to be of high intelligence, and have superior personality adjustment. Hogan (1971) noted that at present there is little factual information concerning characteristics of good police officers, and that much of the existing information depicts police officers as lower class, relatively uneducated, political-economical conservative, authoritarian agents of repression. In his research, however, Hogan found police officers to have the characteristics of high intelligence, superior personality adjustment, put an emphasis on masculine assertiveness, have a straight-forward and uncomplicated interpersonal style, and have a dependable, responsible demeanor. Balch's (1972) results contrast with those of Hogan (1971) in describing characteristics believed to make up the police personality. Balch includes suspicion, conventionality, cynicism, prejudice, and distrust of the unusual as being the cluster of traits that most consistently emerges. Still another view is offered by Daley (1978) when he points out the likelihood that the personality characteristics necessary to survive in law enforcement vary from region to region, community to

community, and vary over time as communities change. Granting that this observation may be correct, the task of adequately screening police officers becomes much more complicated. In view of the contradictory evidence one position that can be taken is that there is no police personality, no common cluster of characteristics that bring individuals into law enforcement. Reiser (1970) states, "There are as many personality types and individual differences among a large population of policemen as engineers, teachers, lawyers, or psychologists". After reviewing 20 articles dealing with the police personality question, Check and Klein (1977) conclude that the evidence to support the notion of a police personality is lacking. Hancky (1958) found no difference between good and bad police officers when it comes to personality. The range of desirable traits is as broad as the human repertoire, because the job of a police officer is so complex and all encompassing. Tiemann (1973), while attempting to identify characteristics in highway patrolmen was unable to do so, concluding, "The data from the present research supported the conclusion drawn from the literature that police cannot be distinguished from the general population by measurable characteristics". In a study using Rorschach responses, Kates (1950) found New York City Police to be no more maladjusted than routine office clerks and biologists,

lending further support to the notion that police cannot be distinguished from others on the basis of personality characteristics. In a study of personality characteristics of successful policemen, Nowicki (1966) concluded that his results support the notion that the average police officer does not differ from the average office worker. As the reader may conclude, the question has not been answered clearly in either direction. However, Lefkowitz (1975) reports that the preponderance of available evidence suggests the existence of a modal police personality. Matarazzo, Allen, Saslow, and Wiens (1964), Reiser (1970), Hogan (1971), Smelson (1975), and Levine (1979) all identify high intelligence and superior emotional adjustment as common characteristics of the police officers they studied. Vastola (1978) takes a different approach and propose a new model for identifying the police personality. He describes the police personality as a reflection of the dominant cultural personality of citizens with whom the police primarily interact. But, perhaps in the end it is as Balch (1972) suggests, there is simply not enough evidence to support or refute any side of the controversy.

The extent to which available techniques determine what kinds of people are involved in law enforcement is limited. Eisenberg and Reinke (1973) observe that one particular test may be valid for one particular group in one particular situation, but most tests are not valid for most groups in

most situations. Based on a review of the literature, Eisenberg and Kent (1972) concluded that with a few exceptions, the research performed in the area of police selection has been poor. Most studies have not addressed the key issue, which is predictive validity, and have on occasion erroneously discussed validity in terms of correlation between predictor variables. Finally, reviews of research literature indicate that cross validation techniques have been very infrequently applied. Crosby (1979) also concluded that research in the area has not been good. Saxe and Reiser (1976) reached the tenative conclusion that candidates select themselves because of pre-existing traits. Gottesman (1969) found that MMPI profiles of urban police applicants were highly homogeneous, and significantly different from "normals", suggesting the existence of distinct personological and work needs among urban police applicants. Super and Crites (1949) state that the more narrowly and specifically defined the occupation, the better the chance certain personalities will be attracted. The problem with police work is that it is not easily defined. Police are expected to function in a variety of roles, social worker, watchman, detective, guide, and so on (Balch, 1972). In fact many signs point to new police selection systems in which several kinds of personnel are selected because police officers are eventually required

to play a variety of roles (Crosby, 1979).

As to predicting how an individual will react to a wide range of circumstances, Cronbach (1949) noted that an attempt to predict underlies every use of testing. That is, a test which reveals differences existing in the present would produce information of little use unless it could also predict differences in some future activity. He continues by stating that in mass pre-employment screening, empirically validated self report tests have demonstrable value, if the particular test has been validated for the specific situation in which it is being used. Super and Crites (1949) concluded that personality factors will determine the kinds of adjustment problems a worker will encounter, and the role he will play in any occupation he enters. They based their conclusion partially on the premise that a poorly integrated personality may have difficulty adjusting to any situation, work or other, therefore, one of the reasons for personality assessment in vocational or personnel work is to screen out problems and assist those already employed in making more effective adjustments. Roe (1956) asserts that certain kinds of people are genuinely unsuited to some kinds of occupations, and personality and interest factors are of major importance in determining this. She also states that there are strong indications that occupational preference is closely related to different aspects of personality. According to Knights (1976) the

most important reason for the use of psychological testing or evaluation in a selection process is to predict how individuals will perform on the job.

Tiemann (1973) points out that many persons claim that police create many of their own problems by being incompetent and ill suited for the job. He also states that the general behavioral characteristics of the police must, to a major extent, determine how he carries out his duties. Tiemann goes on to say that if one is willing to assume there is variability on various criteria for police success within most police organizations, the use of personality measures as predictors of success remains as a possibility. However, prediction of global criteria of on the job performance from one test or battery of tests is unlikely. Levy (1967) speculates that attempts to identify a successful, ideal, model may have failed because of heterogeneity of characteristics required between agencies. To the extent that situations do have substantial influence on behavior, the attempt to forecast behavior on the basis of assessment procedure is bound to face severe restrictions. Situations to which the person will be exposed in the future can never be accurately known in advance, however situational factors will determine to a large degree how he acts. Even with these limitations, assessment is particularly relevant in personnel selection because it is important to screen individuals who can

function effectively in certain settings (Lazarus, 1971). However, as McAllister (1970) has observed, research has indicated that no selection process can accurately predict success or failure over a police officer's career. For example, an unprovoked shooting of a fellow subway rider by a police recruit was reported in the Chicago Tribune (January 1978). The conclusion drawn in the article was that no system is perfect, but psychological testing is the best insurance in sight. Colarelli and Siegel (1964) note that the experience of the Kansas Highway Patrol indicates that the application of scientific principles of psychological assessment and prediction to selecting applicants has resulted in improved selection.

Concerning the validity and appropriateness of current procedures. McCreedy (1974) comments that selection of the police officer is probably the most critical part of the law enforcement process, while Morris (1979) reminds us that job relatedness must be a part of any selection process. Griggs versus Duke Power Company (USSC, 3-8-71) provides that the 1964 Civil Rights Act prohibits use of tests unless they are, "a reasonable measure of job performance." However, Nichols and Spencer (1971) observe Congress has not commanded that the less qualified be preferred over the better qualified simply because of minority origin. O'Leary (1973) emphasizes that validated selection procedures are not considered discriminatory under the law. While there

has been considerable argumentation against the use of clinical psychological techniques and psychiatric interviews in screening job applicants, work as a police officer was seen as so unique as to present mitigating circumstances to the general principle of non-invasion of the individuals privacy (Abrams and Rheed, 1968). Merian, Stefan, Schoenfeld, and Kobos (1980), in a study which examined the use of the MMPI to distinguish between acceptable and unacceptable police candidates, states that the usefulness and validity of various personality tests in the selection of police officers has recently been considered. Azen, Snibbe, and Montgomery (1973) observed that the role of the police officer and the definition of success has changed a great deal and that such changes can be expected to continue at an increasingly rapid rate which emphasizes the need for continued and rigorous selection research. In previous efforts to improve selection methods, a pre-occupation with correlates of general intelligence inhibited efforts to evaluate the personalities of applicants (Narrol and Levitt, 1963). It is held by some that personality tests are not worth the paper they are printed on, that a ten minute interview will tell more than any standard personality test, and that these tests are useful in the hands of a skilled clinician, but have no place in the field of selection and placement. Barnabas (1948), however, commented that when

used properly in accordance with good experimental research methods, tests of both personality and interest can be very useful in selection and placement. Barnabas further states, "They fill a need that can be satisfied by no other instruments of techniques." Barnabas observed that if the instrument performs better than chance it has some usefulness. Mills and Stratton (1982) report that much of the research has failed to consider whether procedures used are predictors of performance. Likewise, McDonough and Monahan (1974) noted that research on validity has been minimal and falls short of acceptable standards. McDonough and Monahan also stated that it appears that no screening procedure alone can preselect good or bad law enforcement officers. Men with certain characteristics can be identified by psychological tests, but the agency must decide what kind of men it wants. In investigating the use of the MMPI in criminology, Dietrich and Berger (1978) note that the MMPI is currently being used in a wide range of circumstances, including police officer applicant screening and promotion. They point out the MMPI has not been adequately validated for these purposes, the MMPI was not constructed for police officer screening, and therefore the normative sample is not adequate for comparison. Schoenfeld, Kobos, and Phinney (1980) state that one of the most obvious problems is that little criterion group validation has been done with instruments that might be expected to have reasonable

predictive utility. Part of this problem is a lack of knowledge as to what constitutes emotional suitability for law enforcement. Saunders (1970) reported that departments who screen for emotional stability report them helpful in weeding out mentally unfit.

C. Current Legal Requirements

In the United States, psychological testing was first used for selecting police officers in San Jose, California by Terman in 1917, using the Stanford Binet (Murphy, 1972). The use of psychological tests has expanded until now many states require their use, and in some cases specify which test(s) will be used, or what standards shall be met.

Currently, psychological testing for emotional stability is a legal requirement of the State of Oklahoma. An individual may not be certified as a police officer "... unless he has undergone evaluation similar to the Minnesota Multiphasic Personality Inventory or its equivalent..." (O.S. 71, Title 70, Section 3311, Paragraph F). The CPI (Gough 1964), has been certified as being the equivalent to the MMPI by the Oklahoma Council on Law Enforcement Education and Training (CLEET), the statute mandated body responsible for making such determinations. However, even though legal requirements are met, there are still questions concerning the appropriateness and validity of the MMPI and

other legal personality tests as screening devices for Oklahoma police officers.

D. Value of This Study

A fifteen year old estimate of the cost for training on police recruit for one year, was $10,000 (Levy, 1967). Inflationary trends over the past fifteen years have escalated the cost of selection and training so that currently the cost of selecting and training one recruit for one year for the OCPD is approximately $40,000, for the OHP, approximately $50,000, and for Oklahoma police officers in general, $30,000, as estimated by CLEET.

Financial considerations alone justify continuing research efforts aimed at identifying the most effective screening process, including validation of screening instruments. When all the other problems which have been discussed, which seem to be inherent in inadequate screening are considered, the justification appears unassailable.

II. Specific Aims

The purpose of this research is to investigate the ability of the MMPI and CPI to predict an individual's performance as a police officer, i.e., whether or not a given recruit, after being selected will be viewed as being satisfactory as a police officer for the OCPD or a trooper for the OHP. The MMPI and CPI will also be used to determine

whether level of performance as a police officer or trooper can be predicted from scale scores. Three specific questions will be addressed: (1) Do the profiles of officers who finish training differ from those who fail? (2) Do scores on personality tests predict class standing in police training academies? (3) Do on the job performance ratings correlate with personality variables?

III. Method

A. Subjects. Four classes of OCPD recruits, with approximately 25 recruits in each class, and one class of OHP recruits, with approximately 85 recruits will be used.

B. Measures. Each subject will be given both the MMPI and CPI. For all recruits, there will be three criterion measures; academy completion, class standing, and six months on the job performance for OCPD and 3 months on the job performance for OHP. Each of the criterion measures will be discussed in detail.

(1) Predictors. Two tests will be used for predictors, the MMPI and the CPI.

The MMPI was developed by Hathaway and McKinley (1947) to diagnose mental patients and classify them into different categories of neuroses and psychoses. Since its development, the instrument has been used in all kinds of

settings, including counseling centers, industry, employment agencies, governmental agencies and schools. The use of the MMPI has also been extended to include research and screening. The diagnostic capabilities of the MMPI have been expanded to include prediction of behavior, attitudes, thought patterns, and strengths (Duckworth), 1980). In addition to four validity scales, ?, L, F, and K, and the 10 clinical scales, a wide variety of experimental scales have been developed to measure such areas as alcoholism, ego strength, anxiety, and many others. The MMPI was among the original instruments chosen to select police officers (Rankin, 1957) and currently is one of the most popular personality screening instruments used in law enforcement.

The CPI was developed by Gough (1964). It is a 480 item, true-false questionnaire yielding 18 standard scales designed to predict practical, meaningful personality characteristics which relate to social descriptions. The CPI is in common usage in clinical settings as a diagnostic tool, and its usefulness as a predictor of on the job behavior has been frequently demonstrated in a variety of industrial jobs. Studies which have investigated the usefulness of the CPI in law enforcement include Horstman (1976), and Hogan (1971).

(2) Criterion Measures. Three criterion measures will be used: pass/fail standing with respect to academy training; class standing in his/her class at the academies;

on the job performance ratings for police cadets and probationary troopers.

Completion of the Academy. Criterion for successful completion of the OCPD Training Academy are: firearms qualification, demonstrating proficiency by a minimum score of 420 points, out of a possible 600 points; a grade of no less than "C" on all college level courses offered in the academy; no grades lower than 75% on more than two major areas, i.e., Municipal Traffic Ordinances, Municipal Criminal Ordinances, etc. In addition, there are behavioral standards which are somewhat subjective, but include such areas as: the ability to interact cooperatively with instructors and fellow cadets; the ability to follow instructions; function safely on the firing range; deal with personal domestic issues so that they don't interfere with the cadet's performance in other areas of the academy; be responsible for personal debts; and be responsible for punctual attendance at classes.

Criterion for successful completion of the OHP academy include; a minimum score of 70% on all class work and practical work. Qualification training includes: firearms qualification; brethalyzer training; physical fitness training; first responder training; emergency medical techniques; and emergency vehicle operation. Behavioral standards include such areas as: the ability to interact

cooperatively with instructors and fellow recruits; being personally responsible with respect to returning from leave, attending class, being punctual, personal finances and conformity to regulations.

Individual Standing in the Academy. Individual standing in both the OCPD and OHP academies will be determined by summing all scoreable work, as described above, and computing a mean score for each cadet. This mean score will be used as the academy standing criterion variable for subsequent statistical analyses.

On The Job Performance Ratings. A copy of the OCPD six month on the job performance rating is included as Appendix C, and the OHP performance rating is included as appendix B. A Performance Rating Form will be completed for each recruit that successfully completes six months of service as a police officer, or three months as a probationary highway patrol trooper. A mean performance score will be determined for each police cadet and trooper. These performance rating scores will be used as the rating criterion variables for subsequent statistical analyses.

C. Procedure. Profiles from two personality tests, the MMPI and CPI will be obtained for all subjects who were accepted for training in the three OCPD classes, and the OHP class. Performance ratings will also be obtained for each subject completing the training academies.

Pass/fail scores for the training academies will be

obtained on each subject. Only those subjects completing the academy can be included in the analyses of on the job performance ratings.

Performance ratings will be obtained for OCPD and OHP officers. These scores will be taken from the standard performance ratings routinely performed by supervisors on police officers after six months on the job and on probationary highway patrol troopers after three months on the job. A mean performance rating will be derived for each officer.

D. Human Experimental Considerations.

1. Psychological Tests. All information gained regarding individual subjects will be held in strict confidence. Subjects will be assigned a code number, and only this number will be used to identify subjects on psychological tests, performance ratings, etc. The key to the code numbers will be kept in a secure location under the control of the experimenter.

2. Informed consent. All subjects took personality tests as part of the entrance screening requirements for OCPD or OHP. The performance ratings were also part of job requirements. Permission to use the test scores and performance ratings was obtained from Assistant Chief Bob Wilder of the Oklahoma City Police Department, and from Commissioner Paul Reed, Oklahoma Department of Public

Safety. Individual identities of all officers will be safeguarded, and only code numbers will e used in the analysis.

IV. Results and Discussion

The purpose of this research is to investigate the ability of the MMPI and CPI to predict an individual's performance as a police officer, whether or not a given recruits after being selected will be viewed as being satisfactory as a police officer or trooper for the OCPD or the OHP. Three specific questions will be addressed.

First, do the profiles of officers who finish training differ from those who fail? The first criterion to be considered is whether or not the recruit completes academy training. The mean of all scale scores on both the MMPI and CPI will be computed for all recruits selected to attend the academies, those who fail to report for the beginning of training, those who for a variety of reasons fail to complete the prescribed training, and those recruits who successfully complete the training and are assigned as police officers. These statistics will be used to identify the relationship between individual scales scores, or combinations of scale scores from the MMPI and CPI, and the likelihood that a recruit will successfully complete academy training. Discriminate Analysis will be used for this analysis.

Second, do profiles of officers correlate with respect to class standing? The second measure to be investigated is

the class standing of individual recruits, using the composite score of all their scoreable academy work. Multiple Regression Analysis will be used to correlate predictor scores, (Scale Scores of both the MMPI and CPI) with the criterion scores, consisting of the overall score of all scoreable academy work.

Third, do MMPI or CPI subscale scores, individually or in combination, predict performance as measured by field performance ratings after completion of training? Multiple Regression Analysis will be used to determine the correlations between the predictor variables, and the field performance scores earned by each officer on a six month on the job performance rating for OCPD officers and a three month on the job performance rating for OHP troopers.

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APPENDIX B

OKLAHOMA HIGHWAY TROOPERS

PROBATIONARY PROGRESS REVIEW

(Evaluation Values As Indicated)

OHP 7-1-64

OKLAHOMA HIGHWAY PATROL

TROOPERS PROBATIONARY PROGRESS REVIEW

30 day_____60 day_____90 day_____Retain_____Dismiss_____

Trooper_____Badge Number_____

District_____Detachment_____

Time Under Your Supervision_____Period Covered_____

Describe the actual work you have had this employee doing during the period covered? _____

What has been this employee's work progress while under your supervision (refer to equipment he has learned to use, skills acquired or improved, responsibility assumed, etc.) ? _____

What do you consider to be this employee's strong points, weak points, attitude, demonstrated capabilities, etc.?

Mark on the following charts how you consider this employee in relation to a reasonable standard of proficiency for the position and the time employed. Consider your answer carefully; there is no right or wrong answer, but only how you feel about this employee's work. This review is primarily a counseling device to be used to help and guide the employee and afford him every opportunity to become a productive and valuable addition to the work force.

OUTPUT: Consider the volume of work produced consistently as measured by the ability to keep up with the work load, meet schedules, application to the job, etc.

10	20	15	5
Does normal, reasonable, consistent volume of work; is steady & industrious	Has unusual output, is an exceptionally fast, consistent worker	Puts out high volume of work; is a steady, above-average worker	Has difficulty keeping up with daily work; output must be substantially increased; work is slow or inconsistent

QUALITY AND ACCURACY: Consider thoroughness and lack of errors in work as measured by the number of corrections and amount of rework necessary, neatness, etc.

5	15	10	20
Makes enough mistakes to require a great deal of checking, work is careless or inaccurate	Does work that seldom needs correction; puts out work that can be depended upon; is above average	Does acceptable work; needs some checking for quality, accuracy and completeness; meets normal standards	Does work that almost never needs checking, with spoiled work insignificant; is orderly and systematic, and an excellent employee

APTITUDE AND ABILITY TO LEARN: Consider ability to understand and retain, as measured by training time necessary to meet ordinary job requirements and repetition of instructions; supervision and follow-up required, etc.

20	5	15	10
Has unusual capacity; learns quickly and retains after minimum instructions; seems to anticipate; understands with great ease	Appears to be rather limited; requires repeated instructions; does not apply self; needs frequent reminders	Learns quickly; understands and retains readily; seldom has to have instructions repeated, needs minimum supervision; is above average	Understands instructions well; requires a normal amount of explanation, supervision and follow-up

INITIATIVE AND ADAPTABILITY: Consider the ability to plan work and anticipate needs, resourcefulness, originality, ability to handle new assignments, and the use of judgment and ability to evaluate new situations and needs, etc.

5	15	20	10
Has little interest in the job; loses effectiveness with change	Plans work well; suggests solutions to daily problems, adapts well to change, above average	Is superior & resourceful; anticipates work loads and problems in new situations involved	Needs normal supervision to plan work; sometimes acts by self; has a normal reaction to change

Signature and position of person making this review _____

I have read the above evaluation and have been given a copy of this review, I have no comment _____ or, I would like to have the following comments and observations recorded in this review _____

_____

_____

Signature of employee and date _____

APPENDIX C

OKLAHOMA CITY POLICE DEPARTMENT

PROBATIONARY POLICE OFFICER EVALUATION

(Evaluation Values: A = 4
B = 3
C = 2
D = 1
E = 0)

OKLAHOMA CITY POLICE DEPARTMENT

PROBATIONARY POLICE OFFICER EVALUATION

*PROBATIONARY OFFICER*_____ *MONTH OF PROBATION*_____

*RATING OFFICER*_____ *RANK*_____

*PERIOD CONSIDERED*_____ *SHIFT CAPTAIN*_____

Enter the appropriate letter in each blank to designate whether the Probationary Officer is at any particular level of competence in each of the listed categories. The rating levels are as follows:

**A. Performs task correctly.*

B. Shows initiative and generally can perform task correctly without supervision.

C. Accomplishes task with minimum amount of supervision (Average for period being considered).

D. No initiative and must have supervision to complete task (Below average for period being considered).

**E. No initiative and cannot complete task with supervision.*

**A. Categories marked "A" should be accompanied with comment if needed.*
**E. All categories marked "E" will be accompanied with comment.*

These levels are, for the most part, self-explanatory and will require little or no remarks in the space provided. When documentation becomes necessary, it is suggested that the rating officer indicate the appropriate number in the category he/she wishes to comment upon. If any incident occurs during trainee's evaluation period which is extremely serious or exceptionally outstanding, your supervisor should be contacted and a Specific Occurrence Report form should be filled out and attached to trainee's evaluation form.

DEPENDABILITY:

_____ *1. Attends lineup on time.*

_____ *2. Carries out assignments on schedule.*

_____ *3. Has proper equipment and material on hand or available when needed.*

_____ *4. Can depend upon the trainee to assist when needed; i.e., when checking buildings, suspects, clubs, etc.*

Remarks: _____

_____

_____

_____

OCPD - #P-10

COOPERATION:

_____ 1. *Takes his/her share of undesirable assignments as often as necessary.*

_____ 2. *Willingness to carry out or act upon suggestions from senior officer.*

_____ 3. *Has trainee developed methods in solving problems which are of mutual concern to other officers.*

Remarks: _____

_____

_____

COMPATIBILITY:

_____ 1. *Does trainee work with his/her partner or other officers in our organization harmoniously.*

_____ 2. *Does trainee's personality and attitude reflect desire to remain a member of this department.*

_____ 3. *Does trainee display a positive attitude toward peers, commanding officers, and the organization.*

_____ 4. *Does trainee exhibit ability to understand citizens' problems.*

_____ 5. *Does trainee display diplomacy and tact when dealing with the public.*

Remarks: _____

_____

_____

JUDGMENT/DECISION MAKING:

_____ 1. *Is the trainee aggressive enough to produce activity on his/her own.*

_____ 2. *Does trainee avail himself/herself of all possible relevant information before making a decision.*

_____ 3. *Does trainee consider alternatives and weigh the implications of his/her actions.*

_____ 4. *Is trainee able to establish logical priorities.*

_____ 5. *Does trainee make logical decisions under conditions of stress.*

_____ 6. *Are trainee's decisions logically sound as opposed to emotional or impulsive.*

JUDGMENT/DECISION MAKING: Con't	_____ 7.	Does trainee filter information to extract important facts quickly and discard irrelevant.
	_____ 8.	Does trainee make decisions within a reasonable time.
	_____ 9.	Does trainee exercise restraint.
	_____ 10.	Does trainee use discretion in making arrests.
	_____ 11.	Does trainee make firm decisions even though errors may have been made in the past.
	_____ 12.	Is trainee conscientious about his/her fellow officers' safety.
	_____ 13.	Does trainee accept only assigned calls or does he/she volunteer for assignments.
	Remarks:	_____
		_____
		_____
STREET KNOWLEDGE:	_____ 1.	Does trainee demonstrate a good understanding of proper patrol tactics and techniques.
	_____ 2.	Does trainee perceive potential police hazards and act against them before they become actual hazards.
	_____ 3.	Does trainee separate the usual from the unusual in recognizing conditions on the street which need police attention.
	_____ 4.	Does trainee display versatility in his/her ability to effectively handle a variety of different situations.
	_____ 5.	Does trainee use discretionary patrol time effectively.
	_____ 6.	Does trainee show the ability to avoid the need to make unnecessary arrests by taking other effective action.
	_____ 7.	Is trainee familiar with city geography.
	_____ 8.	Is trainee familiar with police characters.
	Remarks:	_____
		_____
		_____

APPEARANCE:

_____ 1. *Is trainee's uniform neat and clean when reporting for duty.*

_____ 2. *Does trainee maintain good personal hygiene, grooming and cleanliness (haircut, well-shaven, clean fingernails, etc.).*

_____ 3. *Does trainee's appearance reflect a positive self-image and pride.*

_____ 4. *Does trainee maintain police equipment (vehicle and personal) in a manner to bring credit upon himself/herself and the department.*

Remarks: _____

_____

_____

RESOURCEFULNESS:

_____ 1. *Does trainee keep informed on new changes in the Division and the Department.*

_____ 2. *Does trainee check warrants and radiograms on a daily basis.*

_____ 3. *Has trainee attempted to educate himself/herself to new laws and become refamiliar with existing laws.*

_____ 4. *Has trainee taken the initiative to keep physically fit.*

_____ 5. *Does trainee bring new ideas or methods to the attention of the senior officer.*

Remarks: _____

_____

_____

COMMUNICATION SKILLS:

_____ 1. *Does trainee listen to police radio.*

_____ 2. *Does trainee listen to what others say and extract relevant information.*

_____ 3. *Are trainee's reports complete, logical, accurate and easily legible.*

_____ 4. *Does trainee affectively express himself/herself in communicating with others.*

_____ 5. *Does trainee maintain open lines of communication with other police personnel by exchanging information with them whenever possible.*

COMMUNICATION SKILL: ..Cont'd	_____	6.	Does trainee have the verbal ability to express authority, to reduce tension through persuasion, and to allay fears.
	Remarks:		_____
HUMAN/COMMUNITY RELATIONS:	_____	1.	Does trainee show concern about response of public to him/her.
	_____	2.	Has trainee developed a knowledge of community resources and does he/she make appropriate referrals to those resources.
	_____	3.	When possible, does trainee explain or give a rationale to people before taking action in order not to appear arbitrary.
	_____	4.	Does trainee use persuasion rather than authority whenever possible.
	_____	5.	Is trainee sensitive to the rights and needs of individuals.
	_____	6.	Does trainee offer equal service and treatment to all people based on need, regardless of ethnic background, race, religion, economic class, sex or other status.
	Remarks:		_____
ETHICS AND SELF-IMAGE:	_____	1.	Does trainee's deportment and performance reflect a high level of integrity.
	_____	2.	Is trainee willing to be unpopular among peers in order to adhere to his/her principles.
	_____	3.	Is trainee loyal.
	_____	4.	Is trainee a willing worker.
	_____	5.	Does trainee's performance clearly demonstrate he/she possesses self-assurance and is not easily threatened or antagonized.
	_____	6.	Is trainee a self-motivator requiring a minimum amount of supervision.

ETHICS AND SELF-IMAGE ..Con't

_____ 7. *Is trainee willing to take reasonable, but not foolish, risks.*

_____ 8. *Does trainee's performance indicate he/she has confidence in his/her abilities.*

Remarks: _____

_____

_____

STABILITY AND FLEXIBILITY:

_____ 1. *Is trainee able to maintain control of emotions under stress and verbal abuse.*

_____ 2. *Does trainee employ necessary force when appropriate, but only as a last resort.*

_____ 3. *Does trainee engage in enforcement activity in accordance with Department Policy rather than as a personal action.*

_____ 4. *Does trainee adapt quickly and appropriately to changing circumstances and unforeseen occurrences.*

Remarks: _____

_____

_____

WORK ANALYSIS:

_____ 1. *Does trainee have adequate working knowledge of the law and Department policies and procedures.*

_____ 2. *Does trainee's work reflect a high degree of attention to, and concern for details.*

_____ 3. *Does trainee conduct thorough and accurate preliminary investigations.*

_____ 4. *Does trainee consistently apply the spirit of the law to enforcement actions.*

Remarks: _____

_____

_____

ARREST ANALYSIS:

_____ 1. *Quantity of all types of arrests.*

_____ 2. *Quality of all types of arrests.*

_____ 3. *Case preparation.*

_____ 4. *Court presentation.*

Remarks: _____

_____

RATING OFFICER'S REMARKS:

SIGNATURE

SERGEANT'S APPRAISAL

_____ *I agree with the above evaluation.*

_____ *I disagree with the above evaluation, for the reasons outlined below.*

_____

_____

_____

_____

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_____

SERGEANT

LIEUTENANT'S APPRAISAL

_____ *I agree with the above evaluation.*

_____ *I disagree with the above evaluation, for the reasons outlined below.*

_____

_____

_____

_____

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_____

LIEUTENANT

SHIFT COMMANDER'S SUMMARY

_____ 1. *This officer is capable of performing all required tasks proficiently and may now be assigned in a one-man unit.*

_____ 2. *This officer is capable of performing most tasks with a minimum of assistance and may be assigned to another two-man unit, not with a master patrolman.*

_____ 3. *This officer has not progressed sufficiently to be assigned to other than a master patrolman.*

*SHIFT CAPTAIN*_____

On _____, *19*_____, *I reviewed this evaluation of my performance for the indicated rating period and was counseled by my supervisor regarding my exhibited strengths and weaknesses.*

_____

SIGNATURE