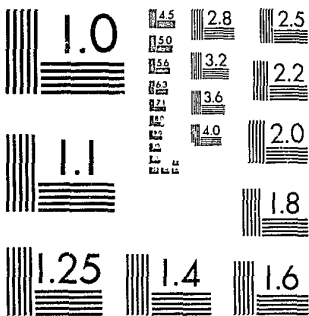


National Criminal Justice Reference Service

ncjrs

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice
Washington, D.C. 20531

DATE FILMED

3-28-80

LIFSON, WILSON, FERGUSON AND WINICK, INC.
MANAGEMENT CONSULTANTS · 3223 SMITH ST., SUITE 212 · HOUSTON, TEXAS 77006 · 713-529-3015

A VALIDITY STUDY OF
POLICE OFFICER SELECTION,
TRAINING AND PROMOTION

VOLUME V

J. A. Dubin, Ph.D.

and

P. R. Jeanneret, Ph.D.

Research Team

I. S. Chorush, Ph.D.; R. D. Crain, Ph.D.; D. M. Finley, Ph.D.;
M. H. Frisch, M. A.; J. R. Fulkerson, Ph.D.; P. A. Gaudreau,
Ph.D.; B. C. Hambleton, M. A.; K. Helm, M. A.; C. C. Mayo, Ph.D.;
V. V. Vandaveer, B. A. and D. M. Winick, Ph.D.

This project was supported by Grant Number AC-75-B-0331-57, Law Enforcement Assistance Administration, U. S. Department of Justice awarded to the City of Houston Police Department. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the U. S. Department of Justice or the Houston Police Department.

MARCH 1977

51945

PREFACE

This report describes a comprehensive study of the City of Houston Police Department's selection, training, and promotional procedures. The report is divided into nine volumes as follows:

- | | |
|-------------|--|
| Volume I | Research Overview, Summary and Bibliography for the Validity Study of Selection, Training and Promotion within the Houston Police Department |
| Volume II | Analysis of the Labor Force Composition within the Recruiting Area of the Houston Police Department |
| Volume III | Adverse Impact Analyses of the Selection, Training, Assignment and Promotion Procedures of the Houston Police Department |
| Volume IV | Job Analysis of Positions within the Houston Police Department |
| Volume V | Evaluation of the Selection Requirements of the Houston Police Department |
| Volume VI | Validation of the Physical Requirements for the Selection of Police Officers |
| Volume VII | Validation of the Personal Background Requirements for the Selection of Police Officers |
| Volume VIII | Evaluation and Validation of the Houston Police Department Academy and Probationary Training Period |
| Volume IX | Validation of the Houston Police Department Promotional Process |

While each volume is intended to stand alone as a unified component of the study, much of the data is referred to in several volumes, but presented in detail in only one volume. For example, the job analysis data reported in Volume IV

served as a foundation for the research described in Volumes V through IX. Consequently, at times the reader will need to refer to two or more volumes to obtain a comprehensive understanding of a specific component of the research.

It is expected that this report will be read by individuals who have a wide range of familiarity with the technical nature of the research study. Consequently, the authors have attempted to provide sufficient explanations of research methodology, statistical analyses, etc., to facilitate understanding by readers who do not have formal training or experience in the applied demographic and psychological research disciplines. At the same time, however, the authors have included appropriate technical information in the report, whereby professionals experienced in demographic and validation research can review the work of the research team.

Appendix A of Volume I is a comprehensive bibliography. The bibliography also contains detailed descriptions of reference materials cited or quoted (referred to by author and date) throughout all volumes of the report.

VOLUME V

EVALUATION OF THE SELECTION REQUIREMENTS
OF THE HOUSTON POLICE DEPARTMENT

TABLE OF CONTENTS

	Page
SECTION I. INTRODUCTION AND METHODOLOGY	
INTRODUCTION	1
RATIONALE AND METHODOLOGY	8
SECTION II. EVALUATION OF PHYSICAL SELECTION REQUIREMENTS	
PHYSICAL ABILITIES	25
HEIGHT, WEIGHT, WEIGHT/HEIGHT RATIO	42
MEDICAL HEALTH AND PHYSICAL CONDITION	53
SENSORY ABILITIES: VISION AND AUDITION	61
SECTION III. EVALUATION OF PERSONAL CHARACTERISTIC REQUIREMENTS	
INTRODUCTION	72
CITIZENSHIP REQUIREMENT	74
RADICAL GROUP ORGANIZATIONS	78
EDUCATIONAL ATTAINMENT REQUIREMENT	82
ACADEMY POTENTIAL	90
CIVILIAN CRIMINAL BEHAVIORS	96
MILITARY HISTORY	104
RESIDENCY REQUIREMENTS	109
DRIVING HISTORY	113
EMOTIONAL AND PSYCHOLOGICAL ADJUSTMENT	119

	Page
EMPLOYMENT STABILITY AND EMPLOYMENT REFERENCES ...	126
EXCESSIVE USE OF ALCOHOL	133
FINANCIAL HISTORY	138
ILLEGAL DRUG BEHAVIORS	145
PERSONAL (NON-EMPLOYMENT) REFERENCES	150
APPEARANCE AND BEARING DURING THE INTERVIEW	155
AGE REQUIREMENTS	159
COMMISSION OF IMMORAL BEHAVIORS	165
FAMILY INSTABILITY: IMMEDIATE FAMILY CRIMINALITY AND MARITAL STABILITY	173
CONTRADICTORY INFORMATION AND POLYGRAPH ADMISSIONS	180
SECTION IV. SUMMARY AND CONCLUSIONS	
ABSOLUTE MINIMUM REQUIREMENTS	190
IMPORTANT SELECTION CONSIDERATIONS	195
REQUIREMENTS WITH INCONCLUSIVE RESEARCH FINDINGS	199
OTHER RECOMMENDATIONS	203
APPENDIX A. COPY OF REQUIREMENTS FOR APPLICANTS FOR CLASSIFIED POSITIONS IN THE HOUSTON POLICE DEPARTMENT	
APPENDIX B. EXAMPLES OF PHYSICAL JOB ANALYSIS DATA	
APPENDIX C. EXAMPLES OF PERSONAL CHARACTERISTIC JOB ANALYSIS DATA	

SECTION I

INTRODUCTION AND METHODOLOGY

INTRODUCTION

PURPOSE

The primary objective of this volume is to present the researchers' evaluation of the appropriateness of the Houston Police Department's (HPD's) current selection practices and requirements for the Class A entry-level police officer position.

After reviewing HPD's entry level screening procedures, it was apparent that the Department is very selective, with 19 out of 20 applicants either voluntarily withdrawing their application or being rejected for one or more reasons. This high selection ratio raises several interesting questions: 1) Can the Department's recruiting costs be lowered by excluding any unnecessary reasons for eliminating applicants? 2) Are current reasons for disqualifying applicants valid? 3) Should additional qualifications be added? 4) Are reject reasons appropriate for males and females, and for Blacks, Whites and Hispanics? This volume addresses these four practical questions. More specifically, the research objectives focused on: determining which physical and personal characteristics are related to important law enforcement functions; determining which applicant data should or should not be evaluated during the selection process; and determining which applicant attributes need to be eliminated from consideration or modified due to adverse impact against protected classes.

Before presenting the researchers' evaluation of each selection requirement, the remainder of this introductory section briefly summarizes the Department's current selection procedures, reviews pertinent federal guidelines for evaluating selection requirements, and presents the rational and detailed methodology applied by the authors to reach their conclusions.

REVIEW OF HOUSTON POLICE DEPARTMENT SELECTION PROCEDURES

The Department's selection process to screen Class A entry-level police officer applicants consists of nine different evaluation phases. These nine stages are thoroughly discussed in Volume III of this research report and are briefly summarized below:

1. City of Houston Civil Service Commission and Police Department screening for the established minimum job qualifications of a high school degree or equivalent; U. S. citizenship; age from 19 through 35; residence within 500 miles of Houston; possession of a valid driver's license; and visual acuity of 20/20 corrected and 20/100 uncorrected.
2. HPD height and weight screening for the minimum height requirement of 5'6" with weight being proportional to height.
3. HPD initial interviewer screening on applicant self report data pertaining to such matters as driving record,

medical record and deformities, membership in radical organizations, military and civilian convictions, type of military discharge, credit record, admitted drug use, admitted thefts and other pertinent information.

4. Physical agility testing, consisting of an 880 foot run in 75 seconds, climbing over a 6-foot wall within 10 seconds, dragging a 150-pound weight a distance of 60 feet within 15 seconds, broad jumping a distance of 6 feet, and pulling up to an 8-foot chinning bar and holding for 10 seconds.
5. Receipt of a completed comprehensive biographical questionnaire and official records, such as traffic records, educational transcripts, military discharge papers, and criminal conviction records.
6. A detailed background investigation conducted by HPD personnel, which includes verification of application blank data and personal contact with previous and current employers, co-workers, neighbors, friends and relatives.
7. A polygraph examination to check on honesty, theft, drug use, reasons for employment terminations and to verify any data conflicts between records or references and applicant statements.
8. A thorough medical examination.
9. A final interview conducted by a panel of HPD personnel

who review any questionable aspects of an applicant's background and who are responsible for making the final recommendation to the Chief of Police and the Houston Civil Service Commission as to the applicant's suitability for becoming an HPD law enforcement officer.

The Department's requirements, therefore, involve screening for both "physical" and "personal characteristics". The term "personal characteristics" includes, but is not limited to, the applicant's driving history, traffic accident and ticket records; military history and adjustment to military life; educational records and adjustment to academic environments; employment history, stability and work habits; employment references; financial history and credit maturity; drinking habits; use of hallucinatory drugs, marijuana and barbituates; criminal behaviors and conviction records; mental and emotional health; marital stability and family adjustment; sexual morality; thefts and dishonesty; and personal references. "Physical characteristics" include such topics as current medical health as determined by a physical examination; medical history and illnesses; deformities; height; weight; vision; physical conditioning; and agility. See Appendix A for copy of the Department's requirements for Class A officer positions.

REVIEW OF PERTINENT SELECTION GUIDELINES

Title VII of the Civil Rights Act of 1964 and subsequent guidelines require employers such as the Houston Police Department

to justify the use of any selection procedures that have disproportionate impact against a minority group. At the time of this report, the most recent and comprehensive guidelines were prepared by the Equal Employment Opportunity Coordinating Council (EEOCC) and published in the Federal Register, Volume 41, No. 136, July 14, 1976. (The EEOCC is composed of the Department of Labor, the Equal Employment Opportunity Commission and the Department of Justice.) Similar guidelines were published by the Federal Civil Service Commission in the Federal Register, Volume 41, No. 227, November 23, 1976. A summary of certain EEOCC and Civil Service Commission guidelines pertinent for this research follows:

- §3a. The use of any selection procedure which has an adverse impact on the members of any racial, ethnic, or sex group with respect to hiring ... will be considered to be discriminatory ... unless the procedure is validated in accordance with the principles contained in these guidelines or unless use of the procedure is warranted under §3b.
- §3b. There are circumstances in which it is not feasible or not appropriate to utilize the validation techniques contemplated by these guidelines. In such circumstances, the user should utilize selection procedures which are as job related as possible ... (and) either modify the procedure to eliminate adverse impact or otherwise justify continued use of the procedure in accord with Federal law.
- §1b. ... These guidelines do not call for a user to conduct validity studies of selection procedures where no adverse impact results.
- §4b. ... If the records ... indicate that the total selection process for a job has no adverse impact,

the individual components of the selection process need not be evaluated separately for adverse impact. A selection rate for any racial, ethnic or sex group which is less than four-fifths (4/5) (or eighty percent) of the rate for the groups with the highest rate will generally be regarded as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded as evidence of adverse impact.

- §5a. For the purposes of satisfying these guidelines users may rely upon criterion related validity studies, content validity studies or construct validity studies ...
- §12a. Any validity study should be based upon a review of information about the job for which the selection procedure is to be used. The review should include a job analysis. ... Any method of job analysis may be used if it provides the information required for the specific validation strategy used.
- §12b(4). The sample subjects should insofar as feasible be representative of the candidates normally available in the relevant labor market for the job or jobs in question, and should insofar as feasible include the racial, ethnic and sex groups normally available in the relevant job market.
- §12b(5). The degree of relationship between selection procedure scores and criterion measures should be computed, using professionally acceptable statistical procedures. Generally, a selection procedure is considered related to the criterion, for the purposes of these guidelines, when the relationship between performance on the procedure and performance on the criterion measure is statistically significant at the .05 level of significance, which means that it is sufficiently high as to have a probability of no more than one (1) in twenty (20) to have occurred by chance.

Since certain aspects of the Department's screening process do result in disproportionate impact by race and/or sex, in compliance with Title VII Requirements, EEOCC and Federal Civil Service guidelines, it is the Houston Police Department's responsibility to first show the job relatedness of any

requirements causing adverse impact, and then to either 1) demonstrate some type of empirical validation for those procedures causing adverse impact, or 2) otherwise justify the continued use of the selection procedures with adverse impact, or 3) take steps to modify the procedures so that there will be no adverse effects in the future, or 4) eliminate such procedures from the selection process. Although job relatedness and validation studies are not required for those procedures that have no adverse impact, it is still to the Department's advantage to have information about the effectiveness of all variables that are considered during the selection process.

RATIONALE AND METHODOLOGY

The methodology followed for evaluating each selection requirement for the entry level police officer position is based on the most recent EEOCC and Federal Civil Service guidelines. Beginning with an analysis of the adverse impact probabilities associated with each selection variable, the evaluation proceeds to discuss the topic's job relatedness, and then reviews pertinent legal considerations, validation research findings and other important business considerations. Lastly, a final conclusion as to the topic's overall appropriateness for use in the selection process is presented with recommendations for elimination or modification of procedures wherever appropriate.

To minimize the reader's need to have detailed knowledge of the contents of other report volumes, a brief summary of relevant research procedures and findings are included below.

ADVERSE IMPACT ANALYSIS

A comprehensive analysis of each selection procedure was made to determine if it resulted in adverse impact for a protected group (i.e., against female applicants or ethnic minorities) or resulted in disproportionate impact for non-protected classes (against males or Whites). Data for this analysis was based on a total of 8,536 persons who applied to the Houston Police Department during the 15-month period from May 1, 1974 through

July 31, 1975 and included 2,357 female applicants, 1,823 blacks and 914 Hispanics.

An overview of the differential impact findings is presented below:

1. Physical Characteristics

Adverse impact for female and Hispanic applicants was found for the physical height and weight requirements and the physical agility examinations. Females also were adversely impacted by the visual acuity requirement.

2. Personal Characteristics

Adverse impact for Black and Hispanic applicants was obtained for the overall background investigation process. There was no adverse impact for female applicants resulting from the overall background investigation.

3. Specific Background Investigation Topic Areas

Males were disproportionately affected by 17 background investigation topics and Whites by 12 topics. Females were adversely impacted by four investigation topics, Blacks by three topics and Hispanics by one topic.

Determination of differential impact was based on Chi-Square statistics using an *a priori* established statistical confidence level of .05. With such a large sample size (over 8,000), minor proportional differences on the order of two percent attained statistical significance. (See Volume III for

the complete analysis and interpretation of the adverse impact findings.)

JOB RELATEDNESS

When adverse impact is found for a given selection procedure, it is the Department's responsibility to demonstrate the job relatedness of that standard and to either eliminate, modify or somehow justify its continued use for selecting police officer candidates. To determine the job relatedness of the various selection requirements, an extensive job analysis was completed which focused on the entry-level Class A police officer position. To assure that the Houston Police Department's entry-level position was evaluated as comprehensively as possible, more than ten different job analysis techniques were employed, as identified below:

- Review of other law enforcement job analysis research
- Interviews with incumbents, supervisors, trainees and trainers
- Inspection of personnel files
- Review of activity reports
- Direct on-the-job observations
- Overall job critical incidents
- Physical critical incidents
- Analysis of newspaper reports
- Task analysis
- Position Analysis Questionnaire (PAQ)

- Physical Task Inventory (PTI)
- Training needs analysis
- Special questionnaires

Volumes IV and VI discuss the above methodologies in detail and present all job analysis findings. Of the many techniques used, information in this volume will primarily focus on data obtained from the sources summarized below.

1. Personal Observations

Observations were made by a number of experienced job analysts and recorded on a specially developed observational data collection form. Observational findings pertinent to this volume encompassed over 250 shift hours of observations with about 50 officers from the Traffic and Patrol Divisions.

2. Task Analysis Inventory

The Task Analysis Inventory was completed by 860 officers representing all levels and positions in the Department. It was the single most comprehensive job analysis method utilized in this research and provided the baseline information for developing job descriptions, completing the training needs analysis, and examining the validity of the promotional examinations.

3. Position Analysis Questionnaire (PAQ)

The Position Analysis Questionnaire was completed by

experienced research team job analysts. The resulting physical, psychomotor and sensory job attributes (characteristics) of officers under normal and emergency conditions were compared against the physical demands of jobs in general, sampled from the entire world of work.

4. Physical Task Inventory (PTI)

This task inventory was constructed to study the specific physical actions required of police officers in the field and to provide the basis for developing work sample agility tests. The Physical Task Inventory was administered to over 400 patrol officers hired from 1970 to 1975 who were still serving in the entry-level police officer position. Details of the methodology and results are presented in Volume VI.

5. Overall Job Critical Incidents

The overall Critical Incident Survey involved a sample of about 350 officers and focused on the entire job domain. Over 1,200 incidents were received, most being very detailed and stressing the need for officer honesty, emotional stability and other essential personality related behaviors.

6. Physical Critical Incidents

A second critical incident technique involved the use of a Physical Task Critical Incident form which requested officers in the entry-level position to describe recent

occurrences that required some type of physical activity. A total of 754 usable physical incidents were reported by 318 officers in the Patrol Bureau.

JUSTIFICATION CONSIDERATIONS

If adverse impact is identified, and if job relatedness is demonstrated, it is still the Department's responsibility to justify continued use of those standards resulting in adverse impact during the selection of police officer applicants. Such justification can be accomplished in three basic ways: by legal considerations, by validation research or by logical argument. Each of these methods requires some discussion.

1. Legal Considerations

The Houston Police Department is under the jurisdiction of the Firemen's and Policemen's Civil Service Article 1269m (Vernon's Civil Statutes, State of Texas) and also must comply with the Rules and Regulations, Minimum Standards for Appointment (rules 210.01.02.001 - .007) promulgated by the Texas Commission on Law Enforcement Standards and Education (TCLEOSE) under the Authority of Article 4413 (29aa) Vernon's Civil Statutes, State of Texas.

These state statutes in effect require all Texas law enforcement officer applicants to meet certain clearly specified standards regarding age, education, and past

behavior. Applicants not meeting the standards will not be certified by the Texas Commission on Law Enforcement Standards and Education and cannot function as police officers in Texas. Regardless of appropriateness of the TCLEOSE standards, the Houston Police Department is legally bound by these rules at this time. Although the Houston Police Department must consider state statutes as sufficient justification for continued use of specified selection standards, the courts may not agree. Therefore, this investigation was broadened in scope to include each selection or potential selection topic, regardless of existing state statutes or prevailing attitudes.

During the last several years a number of employee selection requirements have been reviewed in various court proceedings. Some of these rulings have involved law enforcement type positions or other jobs with similar standards. Since important precedents may have been established in these cases, relevant court decisions will be noted as appropriate. It must be remembered, however, that the researchers are not attorneys. While a reasonable attempt was made to review all pertinent cases, the summary and conclusions presented herein are based on laypeople's interpretations. Nevertheless, for several topics the direction of court trends appear to be unmistakable.

2. Relevant Research Findings

As part of this project, several validation studies were conducted to investigate the Houston Police Department's selection standards for the entry-level Class A Police Officer position. The validation strategy for investigating personal characteristic requirements utilized a rather complex construct-criterion validity model. This phase of the research project is described in Volume VII. Briefly, the validation research included the identification of job behavior constructs; the selection of tests which measure these job behavior constructs; and the use of these constructs as criteria in a criterion-related validity study with applicant background data as predictors. The major phases of this research are summarized below.

- a. Selection of Police Officer Job Dimensions. Based on the comprehensive job analyses previously mentioned, three critical job behavioral dimensions or constructs were selected: sense of responsibility/irresponsibility; socialization/asocial behavioral patterns; and emotional adjustment/maladjustment.
- b. Selection of Scales to Measure Job Behavior Constructs. Based on psychological test research and validity data, the California Psychological Inventory (CPI) Socialization scale was selected to measure asocial behavior, the CPI Responsibility scale was chosen to measure responsibility,

and a combination of variables from a special form of the Minnesota Multiphasic Personality Inventory (MMPI), the Guilford-Zimmerman Temperament Survey, DF Opinion Survey and the CPI were combined via factor analysis to measure the emotional adjustment construct.

- c. Support for Selected Constructs. In addition to strong criterion and construct validation support from the professional research literature, the constructs demonstrated job related validity in several ways. First, it was shown that both current HPD officers and accepted applicants have higher scores on the job constructs than applicants who were not accepted. In addition, a criterion-related validity study demonstrated that each of the three construct test scales was significantly related to the job performance of current HPD officers.
- d. Validation of the Department's Selection Requirements. A large sample of HPD applicants were administered the selected tests along with a standardized interview which covered items and topics related to the Department's selection standards. Each item and topic was then correlated against the job-related test construct scores.

For analytical purposes, each selection requirement was assumed to be invalid. To achieve validity,

therefore, each selection topic had to be statistically significant at such a magnitude that its occurrence by chance would only happen once out of 20 times or less frequently. In other words, only statistically significant correlation coefficients at the .05 level of confidence are cited as a demonstration of validity in this Volume.

Other research studies conducted during this project involved the development of content valid work sample tests and the completion of criterion-related validity research of the height, weight and vision requirements.

In a very different kind of research project, Texas, along with three other states, participated in a research study known as Project STAR (1976a). Project STAR was "designed to assist in developing attitudes and behavior by the public and key operational criminal justice personnel that would enable achievement of the objectives of the criminal justice system in a more effective manner". Products of the study were definitions of the public's expectations of police officer "roles" and "tasks", and the desires of the people of Texas as to police officer actions and behaviors in certain situations. Law enforcement agencies primarily serve the public, so positive public attitudes and support are essential to the continued effectiveness of these agencies. Therefore, police officer

jobs and behaviors must be consistent with the needs and expectations of the people that are served by law enforcement personnel. These expectations must be served not only through job definitions and training programs, but through officer selection procedures as well. Therefore, Texas residents' expectations as determined by Project STAR will be cited as support for certain selection requirements, when appropriate.

Although relevant research for most selection topics is quite sparse, certain selection requirements (particularly height and educational standards) have received empirical study by other law enforcement agencies and researchers. When relevant, these and other appropriate studies will be cited by selection topic area.

It is important to note that many other police research studies are confounded by a severe restriction in range problem. That is, other research investigations involved samples of current officers who had been pre-selected on such variables as criminal record, education, employment history, emotional stability, and so on. Therefore, persons with personal histories that did not meet typical police department standards (e.g., felony convictions, did not attain high school degree, etc.) usually were not selected and could not be included in the research studies. Any insignificant findings for this type of "concurrent" research therefore, only apply to current officers, but not to

applicants. Although the research study conducted for the Houston Police Department has a similar limitation, the problem is usually much less severe because the validation design provided for the use of both applicants and officers rather than just current officers.

3. Logical Considerations

At this time the courts have not completely distinguished between job relatedness and content validity. Most likely the distinction that may finally evolve will consider job relatedness as the justification for using a topic at all, whereas content validity might be used to determine how to operationalize the topic as a specific requirement. For example, the education requirement may have job relatedness because educational attainment is related to reading, general intelligence, breadth of information, academic adjustment, and so on. But in order to specify an exact educational standard (high school graduate, one year of college, etc.), content validity or another type of justification could be necessary.

In certain cases, content validity and job relatedness appear to be identical. Consider the requirement of having a valid driver's license. When demonstrating the job relatedness of such a requirement, research results have at the same time justified its use via content validity. Therefore,

certain types of job relatedness data may be presented as a logical argument for justifying a given selection standard.

Another type of logical consideration falls under the broad category of business necessity. For law enforcement agencies business necessity might encompass costs for selecting and training officers; the importance of a police department's image in the community to maintain its effectiveness as a deterrent to crime; the emergency conditions and potential stress that an officer might face; and other relevant job demands.

Whenever job relatedness and logic are the only types of justification for a variable causing adverse impact, the validity of such logical arguments probably will be decided by the courts. Nevertheless, logical argument may be the only possible means for justifying certain selection standards.

RECOMMENDATIONS AND CONCLUSIONS

Based on the foregoing types of analyses, the researchers have prepared a final recommendation for each selection requirement, suggesting that the Department either continue current procedures, eliminate certain practices or modify the pre-employment standards. Such recommendations primarily are a function of the research performed for the Houston Police

Department pertaining to job relatedness and validation results.

Diagram 1 presents a simplified illustration of the logic model followed by the researchers to arrive at a final recommendation for each selection standard.

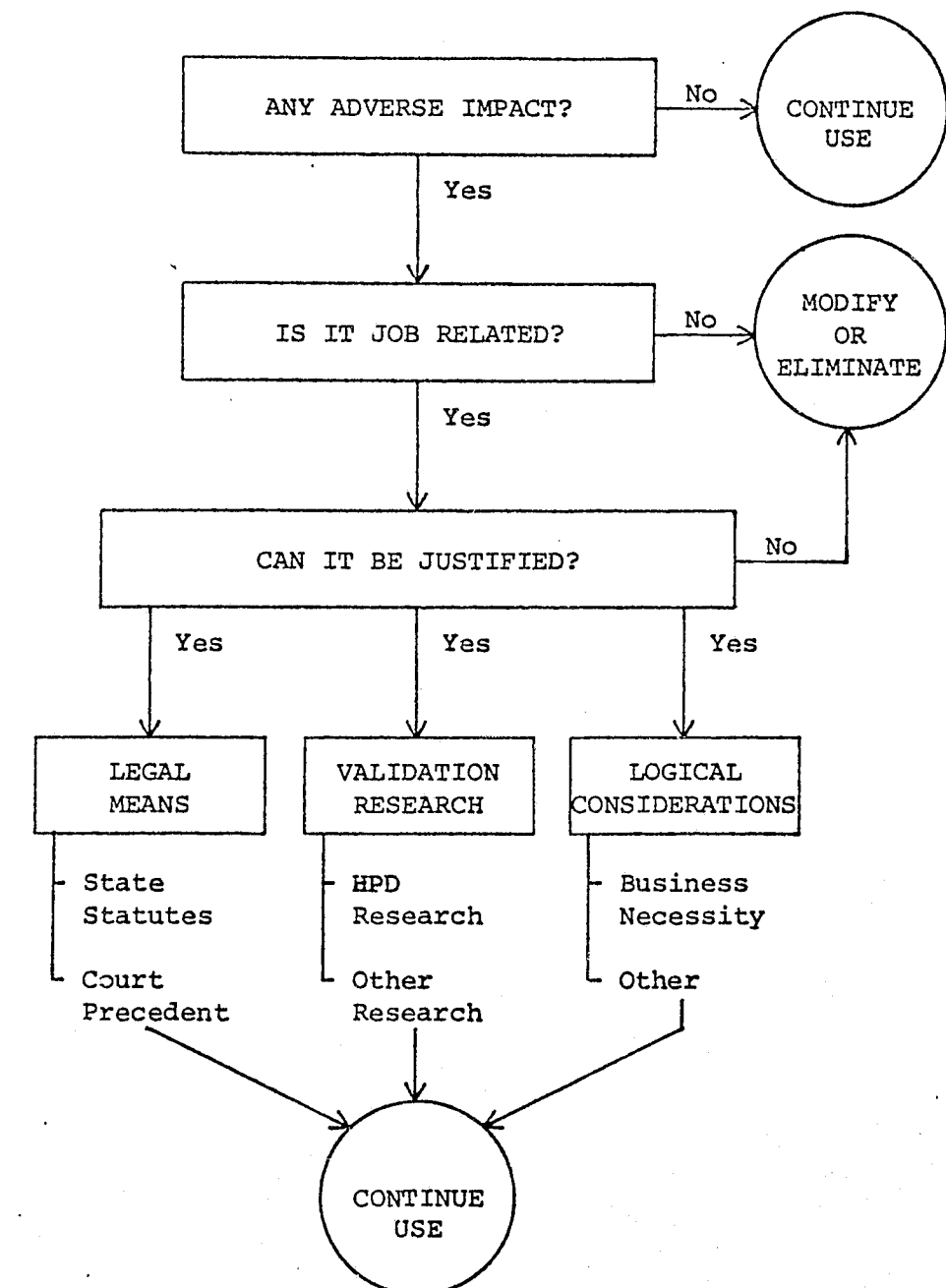
The remainder of this volume is divided into three sections.

Section II reviews and evaluates each of the Department's physical selection requirements, and Section III reviews and evaluates each of the personal characteristics or "non-physical" selection requirements. Overall conclusions and recommendations are presented in Section IV. Details pertaining to job analysis results and job relatedness are summarized in the Appendices.

For additional information the reader should refer to the source data presented in Volumes III, IV, VI, and VII of this report. Volume III details the specific adverse impact findings and Volume IV specifies the job analysis results. The validity research performed to investigate the Department's job standards are presented in Volume VI for physical job requirements (height, weight, vision, etc.) and in Volume VII for such personal characteristic requirements as age, education, credit history, references, etc.

DIAGRAM 1

EVALUATION MODEL OF JOB REQUIREMENTS



SECTION II
EVALUATION OF PHYSICAL SELECTION REQUIREMENTS

The Houston Police Department requires applicants to satisfy four types of physical selection standards. These four types of physical requirements consist of:

- 1) Physical agility test standards
- 2) Minimum height standards and weight:height proportions
- 3) Medical health and physical condition standards
- 4) Vision and audition standards

The Department's visual acuity standard was found to have adverse impact on female applicants, while the height, weight and physical agility requirements had adverse impact on both females and Hispanics. No adverse impact was found for medical health, physical condition or audition.

Each of the Department's physical standards will be reviewed in this section and evaluated according to the following format:

- 1) A review of current selection requirements;
- 2) A summary of differential impact results;
- 3) A discussion of job relatedness;
- 4) A presentation of legal considerations (state statutes and legal precedents);
- 5) A review of research findings (validation research conducted for the Houston Police Department and findings by other investigators);
- 6) A consideration of logical and important points; and
- 7) A final evaluation with recommendations and conclusions.

PHYSICAL ABILITIES

Current HPD Requirements and Considerations

"Applicant must pass all phases of a physical agility test before a background investigation is conducted."

The agility examination consists of five requirements: 1) Run 880 feet within 75 seconds, 2) Run 60 feet then climb a 6-foot wall within 10 seconds, 3) Drag a weight of 150 pounds 60 feet within 15 seconds, 4) Jump a distance of 6 feet (standing broad jump), and 5) Pull up to an 8-foot high bar and hold for 10 seconds.

Evidence of Differential Impact

There was evidence of adverse impact against female and Hispanic applicants.

Job Relatedness

Many functions required of police officers involve various types of physical activities, skills and abilities. Results from the comprehensive job analyses carried out in this study consistently identified tasks and behaviors related to chasing actors on foot, jumping over and across obstacles, physically restraining or subduing resistant or violent actors, carrying or dragging injured persons or resistant actors, forcing in doors, climbing fences, pushing stalled automobiles and so on. Many observations by job analysts and critical incident reports involved extensive exertion and strength (e.g., wrestling with mentally disturbed or intoxicated individuals and fighting with several armed assailants), while other incidents involved complex psychomotor and sensory attributes (e.g., pursuit driving and marksmanship).

All physical job analysis results are presented and discussed in Volume VI and summarized in the appendices to this Volume. To clarify the importance of physical abilities and agilities to the entry-level police officer position, however, results for the comprehensive Physical Task Inventory are reviewed in Table 1. As the data in this table clearly indicate, a large percentage of officers performed most of the listed physical activities during the past 12 months. Furthermore, the results are highly reliable when compared across the day shift (I), evening shift (II) and night shift (III). These findings also were substantiated by results from the Task Analysis Inventory (see Appendix B1), the Total Critical Incident Analysis (see Appendix B2), newspaper reports (see Appendix B3), Physical Critical Incidents (see Appendices B4 and B5), Personal Observations (see Appendix B6), and the Position Analysis Questionnaire (see Appendix B7).

Legal Considerations: State Statutes

The use of agility examinations was not directly cited by TCLEOSE or Articles 1269m and 4413(29aa) V.T.C.S.

Legal Considerations: Court Precedents

Specific court rulings relative to physical ability standards have been sparse, but follow a job relatedness theme. In Castro v. Beecher (9 EPD 10,073), the court ruled that a 100 yard swim test was job related for police officers and therefore an acceptable selection device.

TABLE 1

PHYSICAL TASK INVENTORY ACTIVITIES

<u>Activities Occurring in Last 12 Months</u>	<u>Percent Officers Performing by Patrol Shift</u>			
	<u>I</u>	<u>II</u>	<u>III</u>	<u>TOTAL</u>
A. RUNNING ACTIVITIES				
• Without Obstacles in Path	94%	98%	99%	98%
• With Obstacles in Path	83%	93%	96%	92%
• With/Without Obstacles in Path	97%	98%	99%	99%
• Up Stairs	64%	79%	77%	74%
• Down Stairs	53%	64%	66%	63%
B. CLIMBING ACTIVITIES				
• Barrier With Footholds	83%	93%	92%	92%
• Barrier Without Foodholds	75%	77%	85%	81%
• Up Ropes	3%	6%	6%	6%
• Up Ladders	61%	64%	76%	69%
• Through Windows	83%	94%	96%	93%
C. LIFTING AND/OR CARRYING ACTIVITIES				
• Objects Without Assistance	61%	49%	49%	50%
• Objects With Assistance	36%	43%	39%	40%
• Persons Without Assistance	61%	69%	62%	65%
• Persons With Assistance	58%	79%	76%	76%

TABLE 1 (continued)

PHYSICAL TASK INVENTORY ACTIVITIES (Continued)

<u>Activities Occurring in Last 12 Months</u>	<u>Percent Officers Performing by Patrol Shift</u>			
	<u>I</u>	<u>II</u>	<u>III</u>	<u>TOTAL</u>
D. JUMPING ACTIVITIES				
● Over Obstacles	75%	80%	81%	80%
● Across Obstacles	67%	72%	75%	73%
● Down from Heights	92%	85%	89%	88%
E. DRAGGING ACTIVITIES				
● Objects	39%	41%	36%	39%
● Individuals	64%	72%	76%	73%
F. FORCING OPEN DOORS	57%	49%	50%	50%
G. BALANCING ACTIVITIES				
● Narrow Ledge/Near Wall	17%	30%	32%	30%
● Beam/Fence/No Support	42%	47%	53%	49%
H. PUSHING STALLED AUTO	86%	94%	94%	93%
I. PULLING SELF UP USING ARMS ONLY	67%	70%	72%	71%
J. HANGING WITH ARMS FULLY EXTENDED	22%	31%	41%	35%
K. SWIMMING ACTIVITIES	5%	3%	2%	3%

TABLE 1 (continued)

PHYSICAL TASK INVENTORY ACTIVITIES (Continued)

<u>Activities Occurring in Last 12 Months</u>	<u>Percent Officers Performing by Patrol Shift</u>			
	<u>I</u>	<u>II</u>	<u>III</u>	<u>TOTAL</u>
L. WORKING TWO OR MORE CONSECUTIVE SHIFTS	69%	77%	84%	80%
M. ACTOR RESISTANCE WITH ASSAULT ON OFFICER				
• Unarmed Assault - 1 Actor	69%	76%	81%	78%
• Unarmed Assault - 2+ Actors	36%	50%	46%	47%
• Armed Assault	38%	42%	46%	43%
• Total Resistance with Assault - Adult	78%	81%	87%	83%
N. ACTOR RESISTANCE BUT NO ASSAULT - ADULT				
• Restraining Fleeing Actor	86%	90%	90%	89%
• Handcuffing Resisting Actor	92%	96%	98%	96%
• Putting Resisting Actor in Car	92%	97%	97%	96%
• Total Non-Assault Resistance	97%	98%	100%	98%
O. OTHER RESTRAINT ACTIVITIES				
• Restraining Disturbed Person	83%	87%	84%	85%
• Restraining Drugged/Intoxicated Person	89%	97%	97%	96%
• Restraining 2 Fighting Persons	81%	95%	87%	90%
• Restraining/Prevent Injury	78%	87%	92%	88%
• Total Other Restraint Activities	97%	99%	99%	99%

A similar ruling was made in Hail v. White (10 EPD 10,305). In this situation police officer applicants were required to pass an agility test composed of: 25 squat thrusts in one minute; 25 sit-ups; 22 push-ups; 27 squat jumps; and 6 pull-ups. The court ruled that "while the ... agility test ... may not be the best that can be devised, it is a not unreasonable requirement for the position of police officer or for the position of sergeant of police ... "

Regarding lifting and strenuous work requirements, females should be treated the same as males. Employers may not impose limits on the weight female employees can lift on the job (e.g., 35 lbs.) as a safety precaution (Bowe v. Colgate-Palmolive, 2 EPD 10,090; Long v. Sapp, 8 EPD 9,712). Furthermore, if a job requires strenuous work activity, employers must demonstrate that all or most women cannot perform the activity before women applicants can automatically be eliminated on the basis of strenuous work expectations (Weeks v. Southern Bell Telephone & Telegraph, 1 EPD 9,970).

Research Findings - HPD Study

Based on content validity methodologies, a series of potential work sample tests were developed by the researchers. Below is a summary of the most practical of these validated work sample measures along with options or alternatives for administration purposes. Since certain of the work sample tasks are redundant, it is not expected that each alternative will be used with job applicants. Rather, the Department should select the work

sample tasks that can be implemented and administered most practically.

Running Activities

- Traverse an 800-foot obstacle course under highly speeded conditions; (OR) a highly speeded straight run for 800 feet.
- Run up two flights of stairs and/or down one flight under highly speeded conditions.

Jumping Activities

- Run and jump across a 5 foot, 3 inch wide space under highly speeded conditions; (OR) a standing broad jump across a 4 foot wide space.
- Run and jump over a 3-1/2 foot high barrier (use of hands being permissible) under highly speeded conditions; (OR) a standing jump over a 2 foot high barrier.
- Jump down from a height of 6-1/2 feet.

Climbing Activities

- A highly speeded climb over a 5-3/4 foot solid barrier without hand or footholds; (OR) a moderately speeded climb over a 6-1/2 foot solid barrier without hand or footholds; (OR) a highly speeded climb over a 6-1/4 foot high barrier with hand or footholds; (OR) a moderately speeded climb over a 7-1/2 foot barrier with hand or footholds; (OR) a moderately speeded climb

into a window 5-2/3 feet off the ground.

- An unspeeded climb up a fire escape ladder.

Pull Up and Hold Activities

- Jump up to a 7-1/2 foot high wall, pull self up and maintain a position with eyes above the wall for 9 continuous seconds; (OR) jump up to a bar approximately 2 feet over head, pull self up and maintain a position with eyes above the bar for 9 continuous seconds.

Lifting Activities

- Lift a 163-pound person or "humanoid dummy" from a flat floor position to a standing position.

Carry and/or Drag Activities

- In a non-violent manner drag or carry a 163-pound person or "humanoid dummy" for a distance of 20 feet; (OR) carry or drag a 150-pound humanoid for 32 feet; (OR) carry a 100-pound person or object without assistance for a distance of seven feet or a 150 pound "humanoid" for 14 feet with assistance (AND) drag a 150 pound "humanoid" for a distance of 18 feet.

Balancing Activities

- Walk across a balance beam, 6 feet high, without falling.

Change a Spare Tire

- Lift automobile tire out of car trunk and replace it.

Volume VI presents more detailed information and the criteria for selecting these work sample tests.

Additional physical and psychomotor activities were identified, such as pushing a stalled automobile, self defense activities, grip strength, explosive strength, dynamic strength, static strength, speed of limb movement, stamina, eye-hand-foot coordination, simple reaction time, and so on. If desired, potential tests to measure these attributes and abilities could be developed by the Department, administered experimentally to cadets, and used as predictors in a future validity research project.

Other Research Findings

A number of investigators have noted the need for some type of physical ability testing for police officers (Germann, 1958; O'Connor, 1962; The Police Foundation, 1974; Saunders, 1970; Bopp, 1974; Wilkie, 1974; Krahenbuhl and Friedlander, 1975; Baehr *et. al.*, 1969; LWFV, 1975; Atlanta Regional Commission, 1974; Selection Consulting Center, 1975; and others). Typically, those who have conducted such research have either used ability tests to predict job performance or developed work sample (or job simulation) tests.

As an example of predictive validity research, the Los Angeles County Sheriff's Department (1973) found that applicants' muscle strength, spinal mobility and work capacity were related to later success as an officer.

Bernauer and Bonanno (1975) presented a method whereby seven basic physical ability dimensions could be used to determine physical requirements for specific jobs. These seven dimensions were percent body fat, static strength, dynamic strength, trunk strength, balance, response time and stamina. The authors suggested the use of job related physical ability tests as a means of reducing the risks associated with certain jobs by keeping muscular strength and stamina at acceptable levels.

The Dallas Police Department (1975) also studied seven physical fitness dimensions in police performance: static and dynamic strength in arms and legs; speed; reaction time; vital capacity; maximal oxygen consumption; estimate of total body fat; and flexibility. Recommended tests for screening officer applicants were grip strength, pull-ups, jump test, toe-touch, visual reaction time, 25 meter speeded run, breath measures and electrocardiogram results while on a treadmill.

However, other investigators prefer work sample or job simulation tests as noted by The Police Foundation (1974):

The physical agility requirement appears to reflect a bona-fide occupational qualification and should be included in the pre-selection phase. However, it is suggested that the elements of the physical agility test take the form of a job-related "obstacle course" rather than the more traditional test composed of a pre-determined minimum number of push-ups, sit-ups, knee-bends and other exercises.

A study of the New York State Police (1976) identified a number of job elements which were similar to those identified

in the HPD project. Examples of essential job elements that are "Absolute Screenouts" include the ability to: "go over a four-foot fence", "hurdle over a three-foot high obstacle", "climb a ladder for a distance of 20 feet", "climb into a window five feet above the ground", "pull a 120-pound deer off road", "lift 90 pounds from ground to waist level and place in rear of station wagon", "change a car tire", "maintain balance", and "pry open a car door". Other "Relative Screenouts" include the "ability to run 2-1/2 blocks", "sufficient strength to control Division shotgun during rapid fire", "sufficient strength in each hand to control .356 magnum, issue weapon", "ability to physically defend one's self", and "ability to inflict physical injury under proper circumstances in defense of another".

In a job requirements study by the Pennsylvania State Police (1974), a number of physical abilities requiring strength, stamina and motor coordination were identified. Several of the specific tasks identified in this study include:

"Chases violators on foot to apprehend and arrest them for criminal and traffic law violations.

"Arrests persons for looting and destruction of property during riots and civil disorders to protect property and enforce related provisions of the Crimes Code.

"Ability to lift 150 pound person.

"Good physical condition to perform physical police tasks - run, climb, etc.

"Stamina to run long distances.

"Ability to move quickly (run fast).

"Places mental patient in proper restraining devices to ensure safety of patient and officers.

"Places mental patient in proper position in patrol vehicle to ensure security of patient and safety of officer.

"Moves and/or supervises the movement of injured persons, including removing injured person from automobile, to insure that proper carrying and transporting techniques are used to prevent aggravation of the injury.

"Physically takes weapon from armed person to prevent injury or death to self or other persons in immediate area.

"Physically subdues person and applies handcuffs to prevent injury to self, to other officers or persons and to take subject into custody.

"Participates in raiding parties; and when necessary smashes doors, climbs through windows and chops through walls or roofs to gain entry to building to obtain evidence for prosecution of gambling and drug law violations."

LWFW (1975) studied the job requirements of Texas State Police Officers and obtained somewhat similar findings. Certain of these critical job activities by average frequency of occurrence per year are listed below:

- Overcoming a resistant subject with physical force (10 times per year).
- Pulling, dragging or lifting an injured or dead person from the scene of a wreck (5 times per year).
- Chasing a fleeing subject on foot (4 times per year).
- Breaking into a wrecked vehicle to remove person trapped inside (3 times per year).
- Carrying a person (3 times per year).

Furthermore, the LWFW research determined that the median distance for pursuing an actor was about 100 yards per incident and that in 20 percent of the cases the actor was pursued

for more than one-quarter mile. Examination of incidents that involved dragging persons from vehicle wrecks revealed an average weight for injured or deceased persons of 178 pounds. Similarly, when officers were required to lift and carry an unconscious, drunk or injured person, the average individual weighed 176 pounds and was carried for an average distance of 20 feet. This research also revealed that the average resisting actor weighed 187 pounds and was 6 feet tall.

Several police departments have established specific work sample tests. The City of Fort Worth, Texas (personal correspondence, 1976) in conjunction with the U. S. Civil Service Commission developed four basic physical agility tests: 1) a speeded obstacle course consisting of a hurdle, short wall, high wall, serpentine, tunnel, balance beam, balance bar and ladder walk, 2) a body lift and carry exercise under timed conditions, 3) a speeded stairway run, and 4) a speeded street chase. It is important to note the high degree of similarity between these tests and those recommended for use by the Houston Police Department.

In addition, Krakenbuhl and Friedlander (1976) developed somewhat similar work sample tests for the Phoenix Police Department. Based on frequency of task performance they selected a series of tasks and then validated them against job criteria. Statistically significant relationships were obtained for 6 events: a 6-foot fence climb, a 6-foot wall climb, a 5-foot

ditch jump, a 106 yard run, a 30 yard rough terrain run, and a 140-pound dummy drag for 25 feet.

Logical Considerations

From the data presented thus far, three conclusions should be obvious. First, in order to perform the physical activities required of police officers, applicants must have some minimum level of physical ability. As stated by O'Connor (1962) who found that the majority of police departments across the country use some type of physical testing:

Modern law enforcement makes the matter of physical screening far more important than in the past. The man who is hired lacking the ability to completely negotiate his own frame is not likely to develop that ability while in police service. It is essential that this ability be measured during the screening process and that men lacking it be disqualified (p. 62).

Second, work sample tasks are obviously an excellent approach to the physical screening of applicants for the entry-level police officer position. A primary advantage of such tests is that they measure actual job demands rather than current employee or applicant attributes. Thus, work sample tests can establish true minimum standards and will be appropriate and valid for all applicants regardless of sex or race.

Third, the recommended HPD work sample tests are very similar to those established through content and criterion-related validity research by other investigators (e.g., New York State Police, City of Fort Worth, Krakenbuhl et. al.).

It is noted that the work sample tasks recommended by the

researchers are very similar to the agility events currently being used by the Houston Police Department.

Because the current physical agility standards clearly have an adverse impact on females, the attitudes regarding the test by a sample of Houstonians representative of the population in the Department's recruiting area should be interesting.

An independent consumer research firm (Staples and Staff, 1975) conducted an attitude study for the Houston Police Department using a sample of 501 Houstonians between 19 and 28 years of age. The sample was comprised of about 50 percent racial minorities (26.6 percent Black, 25.8 percent Hispanic) and 24 percent females. Among all survey respondents, 92 percent indicated that the current physical agility test was a "good" requirement for selecting police officers, and only 4.6 percent indicated the test was not a good requirement. Among female respondents, 74 percent answered that the test was good, while 20 percent said it was not good. Furthermore, by a 78 percent to 15 percent margin, respondents indicated that females who have the same job assignments as males should have to pass the same physical agility requirements. Consequently, while the test may have adverse impact, it still appears to be an acceptable requirement in the opinion of most potential applicants.

Recommendations and Conclusions: Physical Abilities

It is recommended that the Department modify its current physical agility tests to conform to the work sample tests developed from the content validity research. Each applicant

should be required to pass each event in order to complete this phase of the selection process.

Secondly, it is recommended that all administration procedures for this testing be standardized, including general instructions, sequencing of events, etc. Specific time standards should be established according to the procedures detailed in Volume VI, Section III, Chapter 5. Applicants who fail one or more events should be allowed to retake the work sample tests within a reasonably short time period.

Thirdly, it is recommended that the work sample tests also be used to evaluate cadets and current entry-level officers. By the end of Academy training, cadets should be able to perform at a level higher than the minimal standards required for applicants. (Phoenix Police Academy cadets were cited as improving their physical skills by approximately 50 percent during a four-month academy program, see Krakehbuhl et. al., 1976). Current entry-level officers also should be able to perform these work sample events, so it is recommended that officers in the entry-level position be tested on a periodic basis to assure physical fitness for the job. Administration of these work sample tests to current cadets and officers also will help establish realistic work sample task time standards if the special research suggested in Volume VI proves unfeasible.

Fourthly, because of the importance of self defense activities, it is recommended that the Department develop procedures to

periodically update and develop officers' self defense abilities. Perhaps this updating of self defense capabilities could be combined with the preceding suggestion of periodic physical fitness testing.

A last suggestion is that the Department collect data for a future predictive validity study. This would involve the administration of various experimental physical ability and psychomotor tests to new Academy recruits, and the development and later collection of Academy criteria for job related physical training exercises (e.g., self defense scores, running speed and/or distance, pursuit driving skills, marksmanship, etc.).

HEIGHT, WEIGHT, WEIGHT/HEIGHT RATIO

Current HPD Requirements and Considerations

"Applicant (male and female) must meet the minimum height requirement of 5'6" with weight being proportional to height."

Evidence of Differential Impact

There was evidence of adverse impact against female and Hispanic applicants for height and weight.

Job Relatedness

The job relatedness of applicant height and weight/height ratio has three basic determinates: execution of certain essential tasks, quality of performance of certain tasks (self defense), and the effect of "officer presence" on actor attitudes and belligerent behaviors.

For many police officer functions there are certain minimum limitations as to body size, particularly for such functions as driving a patrol vehicle under pursuit conditions (e.g., reaching the gas pedal and communications equipment while driving at high speeds), being seen when directing traffic, reaching the top of a high fence or restraining wall when pursuing a fleeing actor, and similar activities. Alternatively, it also is possible that maximum height and weight requirements are necessary to assure that applicants are not too tall or obese to effectively operate the patrol vehicle or to complete other essential job functions.

The inferred relationship between physical stature and the quality of performance on certain physical job demands is an obvious one. Bigger officers tend to be stronger and should be more capable of rendering assistance in emergencies where lifting, carrying, dragging, physical subduing and other strenuous tasks are required. Also, both shorter and overweight officers will have more difficulty apprehending fleeing actors because of inability to run fast enough, to climb over fences, or to accomplish other typical pursuit activities. Extensive job analysis data relevant to the possible effect of body dimensions on performance already has been presented in the physical ability section and will not be repeated, but see Table 1 and Appendices B1 through B7 for specific details.

Lastly, police officers function as a deterrent to antisocial behavior and disobedience. Short, thin or overweight officers do not create a proper psychological image, and thereby reduce their deterrent impact with actors who are likely to challenge their authority. Furthermore, taller officers may be stronger and able to control resisting actors with minimal force, while smaller officers may not be able to subdue such actors effectively, resorting to the use of excessive force or firearms. In addition, small officers may be more prone to physical assault and injuries.

Legal Considerations: State Statutes

This requirement was not directly cited by TCLEOSE or Article 1269m and 4413 (29aa) V.T.C.S.

Legal Considerations: Court Precedents

Although various courts have ruled on the height and weight issues, the findings for a height requirement in law enforcement agencies are still ambiguous. In Smith v. City of East Cleveland (10 EPD 10,263), the court ruled that a minimum height standard of 5'8" has a rational relationship to police officer job performance, since tall officers enjoy psychological advantages and are better able to effect arrests and render assistance. Similarly, other courts have ruled that height requirements are job related for law enforcement positions see Castro v. Beecher (4 EPD 7783), Arnold v. Ballard (9 EPD 9921), and Hail v. White (10 EPD 10,305). However, Hardy v. Stumpf (7 EPD 9309) was resolved on the basis that an arbitrary minimum height requirement for the Oakland Police Department was discriminatory against women. Therefore, predicting future court rulings on this issue is difficult.

Rulings on the use of minimum weight requirements have been less confusing. Courts have typically found such minimum standards to be arbitrary and/or discriminatory. Smith v. City of East Cleveland (10 EPD 10,263) is a good example of such rulings in that it eliminated the 150 pound minimum weight requirement for all police officer applicants and rejected the argument that weight alone is important to physical strength and psychological impact.

No applicable rulings were found for maximum height, maximum weight, or for weight/height ratios as selection standards.

Research Findings - HPD Study

Two criterion-related investigations were conducted for officer physical stature, one testing the "officer presence" theory and the other involving job performance ratings. Both studies encountered research limitations which make findings tenuous.

The "officer presence" theory was tested by comparing the height, weight and weight/height ratios of 335 current patrol officers with the frequency of restraint and combat incidences encountered during the prior 12 month period. These incidents were divided into 8 categories: attempting to restrain a fleeing actor by holding on until actor was subdued; attempting to subdue one unarmed actor who was assaulting the officer; attempting to handcuff a resisting actor; attempting to put resisting actor in patrol car; attempting to disarm one or more actors who were assaulting officer with a knife, club, stick or weapon other than a firearm; total number of times officer was assaulted; total number of times officer received minor injuries from personal assaults; and total number of times officer received major injuries from personal assaults.

Results from this analysis found no significant relationships between height, weight or weight/height ratios and any of the

criteria that were selected to evaluate the "officer presence" hypotheses. However, because of prior selection practices all participants in the study were males weighing at least 135 pounds and standing at least 5 feet 7 inches tall. The proper interpretation of these research findings, therefore, is that no relationship was found between height of relatively taller officers and incidences of actor resistance. Thus, there is no support for raising the current height standard above 5 feet 6 inches. The validity of the 5 foot 6 inch standard itself remains to be tested for the "officer presence" theory and for validity with female officers.

The second investigation compared officer height with a supervisory rating of "Physical Ability", a carefully developed behaviorally anchored job performance scale. (See Volume VII for a discussion of the rating.) Results demonstrated a statistically significant relationship between physical behaviors on the job and height for male officers. No significant relationship was obtained for female officers, but the female sample size (N = 21) was too small to draw any final conclusions.

In summary, this research project provides some evidence in support of a height requirement for male applicants, but does not affirm such a requirement for female applicants. Due to research limitations and small sample sizes, the research does not consistently support the Department's current height

requirement, but neither does the evidence refute such a selection standard.

Other Research Findings

The New York State Police (1976) identified a series of job essential activities. Examples of the work behaviors related to height include:

- "sufficient height to see through car windshield without using unsafe body position",
- "arm length to manipulate hand controls and panel switches of standard patrol car", and
- "have sufficient height to see over roofs of cars".

When validation research has been conducted with the physical stature variables of height, weight and weight/height ratio, the results have been mixed and conclusions ambiguous. In addition, some of the research was poorly designed and controlled, requiring cautious interpretation.

Dempsey (1973) surveyed the use of height as a requirement for police applicants. Of 403 inquiries to police departments throughout the country, 144 submitted some type of data relating height of current officers to their performance. These agencies reported that height was particularly related to number of arrests made and negatively related to incidence of assaults, injuries, accidents and citizen complaints.

LWFW (1975) compared state patrol officer stature to ratings

of job performance. Although results were not significant, there were indications of curvilinear relationships for each variable studied. That is, officers of moderate height (5'10" through 6'1"), moderate weight (between 150 pounds and 225 pounds), and moderate weight/height ratios (2.0 through 3.2) had better performance ratings than officers who were at either extreme on the height, weight and weight/height distributions.

Several other investigators have also observed curvilinear trends between physical stature variables and job performance criteria. Schwartz and McGowan (1973) found that officers over 6'5" and those between 5'9" and 5'10-1/2" were significantly more likely to be attacked than other officers. Verducci (cited in Selection Consulting Center, 1974) noted a slight curvilinear trend for height and job injuries, but not for assault.

Other researchers have obtained mixed findings for height. Height was reported as unrelated to criteria such as assaults, injuries, complaints or arrests requiring force (Selection Consulting Center, 1974) and to officer performance and number of assaults (Talbert et. al., cited in Selection Consulting Center, 1974). However, Hooper and McQueeney (1973) found significant relationships between officers' height and freedom from citizens' complaints, injuries, and equipment accidents. This last study has been criticized for its failure

to control for experience. Also, officers shorter than 69" made significantly more arrests than taller officers, which also was not controlled for in the study.

Research for weight and weight/height ratio as selection standards likewise have resulted in ambiguous findings. Although the Selection Consulting Center (1974) found that physical assaults were positively related to weight, the authors concluded that, on the practical level, weight is unrelated to assaults, injuries, complaints, accidents and physical arrests. However, Verducci (cited in the above reference) concluded that obesity is related to various health problems and should be used as a standard. But, he recommended the use of chemical analysis, skinfold calipers, and other body fat measures instead of weight/height ratios. Verducci also recommended direct physical performance tests instead of height or weight/height ratio. Perhaps future research will clearly reveal the curvilinear nature of these stature variables (a logical possibility) and clarify the conflicting results of prior investigations.

Logical Considerations

A special research diary kept by HPD officers about actor characteristics (see Volume VI for complete details) revealed that the average actor who caused officers to engage in foot pursuit and/or combat activities was a 24 year old male, 5 feet 10 inches tall and weighing about 160 pounds -

close to the average for adult males. Similar statistics were obtained by LFWF (1975). In this project state patrol officers struggled with resisting actors averaging 187 pounds and 72 inches; lifted and carried unconscious, intoxicated or injured persons averaging 176 pounds; and removed individuals averaging 178 pounds from vehicle wrecks.

These statistics clearly indicate, therefore, that not only should officers be expected to perform the activities previously cited in Table 1 and Appendices B1 through B7, but they should also expect to encounter physical combat with adult males 5'10" or taller, weighing 160 pounds or more. In order to compete effectively in such encounters, it is likely that officers should be at least of average physical stature.

On the other hand, it may be argued that officers' stature may or may not be related to their self defense skill and ability to engage in essential physical activities. In particular, overweight officers may be incapable of performing essential job tasks. Through physical and self defense training it may be possible to prepare most persons to handle most physical demands of the job.

During 1976, a total of 407 Houston Police Officers were injured in the line of duty. Of this total, 144 officers were injured while making arrests, with 99 hurt while in body contact with suspects, 33 injured by a cudgel or club, 41 injured when falling

during a struggle, and 3 being stabbed by assailants.

Public impression and "officer presence" theories provide additional support for establishing officer stature standards. As part of their responsibilities, officers by their visibility and image of strength are expected to deter aggressive individuals. Officers also are expected to create public good will and the impression that the Department has selected and trained qualified officers who can physically help and protect the citizenry of Houston when necessary (see Project STAR). Without such an impression, Houstonians may lose their confidence in the Police Department, and both the Department and citizens will suffer the consequences.

Police applicant weight is another important selection consideration for the following reasons: the development of favorable images and community support, the effective performance of physical tasks, and the medical evidence relating weight (obesity) with several physical ailments, including heart disease.

Recommendations and Conclusions: Physical Stature

Due to its adverse impact and the ambiguity of research findings, it is recommended that the Department eliminate its height requirement until the issue is ruled on by the Supreme Court or until additional research can clearly validate the standard. Until that time, the recommended work

sample agility tests (see the previous section in this volume and Volume VI) should directly screen applicants on their ability to meet Academy and job related physical requirements.

However, it also is recommended that research on this issue be continued since elimination of the height standard could result in the hiring of applicants who are truly unable to satisfy the physically rigorous job demands. Therefore, job related criteria should be established for passing the physical aspects of the Academy program and additional data should continue to be collected, such as applicants' height, weight, weight/height ratio, records of Academy performance in physical training areas (self defense scores), records of job activities (number of assaults and injuries) and supervisor or peer ratings of job performance. The elimination of the height requirement at this time should reduce the restriction of range and small sample size problems encountered in current research and provide better data for future validation research efforts.

The research data does not clearly support either a maximum height standard or any minimum/maximum weight requirement for all applicants. Weight, however, is a medical issue as well as a physical one. Although research did not validate the weight/height ratio, discussion of this topic will be postponed to the next section on health and medical requirements.

MEDICAL HEALTH AND PHYSICAL CONDITION

Current HPD Requirements and Considerations

"If Honorable Discharge was received for medical reasons, or before tour of duty was fulfilled; or if applicant is receiving disability compensation; or if applicant was rejected from military service for medical reasons, applicant must furnish Civil Service with specific reasons for discharge or disability."

"Applicant must not have had any serious illnesses or injuries. The following may be disqualifying, but must be considered:

- | | |
|-----------------------|--------------------|
| a. Stomach ulcers | i. Hayfever |
| b. Convulsions | j. Chronic malaria |
| c. Diabetes | k. Rheumatic fever |
| d. Tuberculosis | l. Polio |
| e. Migraine headaches | m. Arthritis |
| f. Recurrent jaundice | n. Heart trouble |
| g. Pernicious anemia | o. Asthma |
| h. Syphilis | |

"Applicant must be free of physical defects and deformities."

* Applicant's medical history, general health and physical defects are considered in conjunction with a medical examination conducted by a licensed physician.

Evidence of Differential Impact

There was evidence of disproportionate impact against White applicants for medical history and general health, but there was no adverse impact.

There was evidence of disproportionate impact against male applicants for physical defects and handicaps, but there was no adverse impact.

There was no evidence of differential impact for the medical examination conducted by a physician.

Job Relatedness

Officers must be in good physical shape to be able to perform the job duties required of the entry level position. Activities expected of entry-level officers, as identified by the job

analyses, include: running over and around obstacles; running up and down stairs; climbing over obstacles; climbing ladders; lifting and carrying people and things; jumping over, across and down from obstacles; dragging individuals; forcing open doors; pulling self up using upper body strength only; restraining and subduing resisting actors; and working overtime shifts (see Table 1 and Appendices B1 through B7).

Applicants with any serious medical problems, physical defects or chronic illnesses may not be able to accomplish the physical aspects of the job. Furthermore, such officers might endanger themselves and others when attempting to perform the more physically strenuous job demands.

Officers are expected to work out of doors in all types of weather, and particularly in emergencies caused by hurricanes and tornados. Applicants with chronic conditions or who are prone to illness may not be suited for such adverse weather conditions. Frequent or extensive sicknesses among these illness-prone applicants would reduce the Department's effectiveness in protecting and serving the public.

Legal Considerations: State Statutes

Article 1269m, section 9, states:

Appropriate physical examinations shall be required of all applicants for beginning or promotional positions, and the examination shall be given by a physician appointed by the Commission and paid by such city; and in the event of rejection by such physician, the applicant may call for further examination by a board of three (3)

physicians appointed by the Commission, but at the expense of the applicant, and whose findings shall be final.

As further defined by TCLEOSE:

(Applicant must) be examined by a licensed physician and meet the physical requirements prescribed in Specification 3 (see below).

Specification 3. A peace officer must be physically sound and free from any defect which might adversely affect his performance of duty. His personal safety and the safety and lives of others will be endangered if he lacks these important physical qualifications.

Requirements

1. Medical examination administered by a licensed physician or surgeon.
 - a. Physical condition should be determined by the designated examining physician. Applicant should be in sound physical condition.
 - b. Applicant should be free from physical defects that could prevent the performance of duty.
2. A medical history will be supplied by each applicant to the examining physician. The medical history will include information on past and present diseases, injuries, and operations.

Legal Considerations: Court Precedents

A brief review of court findings indicates that medical considerations such as general physical condition and health are usually evaluated as to their job relatedness. Job relatedness is also the focus for establishing job requirements associated with applicants' medical history, physical defects and handicaps (Smith v. Olin Chemical Corporation, 9 EPD 9876; Gurmankin v. Costanzo, 11 EPD 10,832). The use of physical examinations was upheld in Roberts v. St. Louis Southwestern Railway Co.

(3 EPD 8344), Bailey v. DeBard (10 EPD 10,389), and Dorcus v. Westvaco Corporation (5 EPD 8086), given that all applicants are required to pass the same examination.

Research Findings - HPD Study

As part of this investigation, an independent medical expert and researcher reviewed HPD's job requirements and then evaluated the medical selection standards and practices used by the Houston Civil Service Commission and the Houston Police Department. Results of this analysis revealed that:

1. The applicant's weight should be proportionate to his/her height for many reasons, including general health, physical condition and stamina, incidence of heart disease, etc. Weight/height standards should be separate for males and females because of different body builds.
2. Certain skin conditions can hinder the wearing of necessary headgear or regulation uniforms.
3. Most physical deformities will disqualify applicants from performing the rigorous job demands. Minor deformities need to be considered on an individual basis.
4. Reoccurring illnesses or physical conditions which can produce acute problems or incapacitation at any time should be disqualifying, i.e., history of stomach duodenal ulcer, convulsions, diabetes, migraine headaches,

recurrent jaundice, chronic malaria, true arthritis, heart trouble, chronic or recurring acute anemia and asthma.

5. Other physical conditions need to be evaluated on an individual basis by a qualified medical expert.
6. The medical history form used by the City of Houston Civil Service Commission (see Appendix A8) was reviewed and found to be "oriented toward obtaining the necessary medical information prior to a comprehensive medical examination."

See Volume VI, Section II, for the full medical report by John J. Costanzi, M.D.

Other Research Findings

Results from the New York State Police (1976) job element research revealed a series of essential health and physical condition items, including:

"Have no missing digits (fingers, toes) which would interfere with job functions"

"Have no physical defects (arm or leg missing)"

"Ability to work outdoors, in inclement weather for extended periods of time"

"No unresolved compensation cases involving disability injury (pre-employment)"

"No history of repeated compensation claims, re-injury"

"Have no major physical incapacitations (crippled)"

"Good health"

somewhat similar health-related job tasks were noted by the Pennsylvania State Police (1974):

"Ability to work on feet for long periods of time"

"Stamina to make arrests"

"Good physical condition to perform physical police tasks - run, climb, etc."

"Stamina to run long distances"

"Walks into isolated areas and along roadways during blizzard conditions to deliver food, medical supplies, etc., to those in need."

Several validation projects also have upheld the usefulness of a medical examination for police officer applicants. Baehr et. al. (1971) found that good general health was related to success as a police officer on a number of criteria. This finding was valid for both Black and White officers. Physiological research by the Los Angeles County Sheriff's Department (1973) revealed that deputies tended to be overweight, out of shape and ripe for cardiovascular problems. The researchers recommended an ongoing physical fitness program and concluded that police applicants should be medically examined and screened on seven areas of physical fitness, including: cardiovascular performance; weight control; muscular strength; spinal mobility; work capacity; blood chemistry; and pulmonary function. (Also see Dallas Police Department, 1975.)

Logical Considerations

Data summarized by the Los Angeles County Sheriff's Department

(1973) indicate that police officers suffer one of the highest incidences of heart disease compared to similarly aged persons in other occupations, and that the leading causes of non-accidental disability retirement for officers are heart and circulatory problems, back disorders and peptic ulcerations. Therefore, the great amount of stress encountered on the job can have very negative physiological consequences unless the police officer is physically fit and in the habit of maintaining that fitness.

Recommendations and Conclusions: Medical Health and Physical Condition

It is recommended that the Department continue collecting all information pertaining to applicants' current health and medical condition and to their history of illnesses, injuries, physical defects and deformities. Serious medical problems which can incapacitate an officer at any time should be considered grounds for automatic disqualification. Such disqualifying conditions include: history of stomach or duodenal ulcer; convulsions; diabetes; migraine headaches; recurrent jaundice; chronic malaria; true arthritis; heart trouble; chronic or reoccurring acute anemia; asthma; important physical deformities (loss of eye, thumb, big toe, arm, etc.); poor general health; and disproportionate overweight or underweight conditions.

It is also recommended that each applicant undergo a complete

physical examination by a licensed physician familiar with the job requirements, demands, duties and responsibilities of the entry-level police officer position in the Houston Police Department. This physician should evaluate applicants' general health and medical history and make the final determination as to importance of minor deformities and defects (i.e., loss of minor finger digit), and the effects of tuberculosis, syphilis, hay fever, rheumatic fever, polio, skin diseases, and other medical conditions which could incapacitate an officer and prevent the successful completion of his/her job duties and responsibilities.

And lastly, because of the job relatedness of health and physical condition, it is also recommended that officers in the entry-level position be required to undergo a periodic medical examination to evaluate health and general conditioning (via measures of cardio-vascular functioning, etc.). Officers not in proper physical conditioning should be required to participate in some type of physical fitness program.

SENSORY ABILITIES: VISION AND AUDITION

Current HPD Requirements and Considerations

"Vision must be correctable to 20/20 with glasses or contact lenses; vision must not be over 20/100 uncorrected in either eye."

The Civil Service Commission also evaluates color vision and hearing.

Evidence of Differential Impact

There was evidence of adverse impact against females for uncorrected visual acuity.

There was no evidence of differential or adverse impact for other types of visual problems or hearing abilities.

Job Relatedness

Officers must have unimpaired sensory abilities, particularly in regard to their visual acuity, depth perception, peripheral vision, night vision, color vision, auditory acuity and auditory discrimination. Police activities which require such sensory abilities include:

- extensive routine patrol driving;
- searching for burglar/criminal suspects;
- high speed driving in emergencies;
- pursuit driving;
- identification of suspect features, auto license plate numbers, inspection sticker dates, etc.;
- color identification of actor clothing and automobiles, traffic signal lights, etc.;

- testifying in court as to actor features and possessions;
and
- understanding verbal commands and directions transmitted via radio communication equipment.

An indication of the importance of visual acuity to normal driving is the fact that all states require a minimal degree of acuity to qualify for a driver's license. In Texas the requirement for an automobile driver's license is a corrected visual acuity of 20/40 or better. Therefore, the absolute minimum visual acuity requirement could be 20/40 for corrected vision, but practically should be better than 20/40 because officers are expected to engage in atypical driving activities when pursuing speeders, rushing to the scene of an emergency, etc.

Due to the frequency of combat activities, it is likely that officers may take off their glasses when anticipating a fight and lose or break them during a struggle. Therefore, an officer's uncorrected vision is also important and must be sufficient for the officer to engage in the aforementioned job activities (see Table 1 and Appendices B1 through B7).

Legal Considerations: State Statutes

TCLEOSE requirements state that:

... a peace officer must be physically sound and free from any defect which might adversely affect his performance of duty. His personal safety and the safety and lives of others will be endangered if he lacks these important physical qualifications.

TCLEOSE specific requirements for vision and hearing include:

... normal hearing, normal color vision and functions, as determined by the appointing authority. Each eye must be free of any abnormal condition or disease which, in the opinion of the appointing authority, might adversely affect performance of the assigned duty.

Legal Considerations: Court Precedents

A cursory review of court cases revealed no pertinent rulings for this topic as a selection standard for entry level law enforcement officers.

Research Findings - HPD Study

Pilot studies with Academy cadets were initiated to investigate the possible effects of visual acuity, glare vision, depth perception and peripheral vision. Academy criteria included several types of patrol vehicle driving tests, but due to restriction of range problems and initial selection procedures, it was impractical to research visual acuity and color vision standards. (That is, all cadets had good acuity and color vision.) Several of the visual measures researched did show some promise, however. Both depth perception and glare vision measures were significantly related to certain driving criteria, but more research is needed before a final standard can be established. (See Volume VI for further discussion of these analyses.) Auditory acuity was not investigated during this study.

Other Research Findings

The HPD adverse impact results concluded that a greater proportion of females relative to males were disqualified on the basis of *uncorrected* vision poorer than 20/100. Other research indicates that such differences are not unusual. A national study of adult visual acuity was conducted for the U. S. Department of Health, Education and Welfare (Roberts, 1964). Analysis of the national study data for subjects between the ages of 18 and 34 years also resulted in a significant difference between the number of males and females having *uncorrected* visual acuity of less than 20/100.

Based on comparisons between the national visual acuity data and rejections by the Houston Civil Service Commission, it was concluded that the adverse impact upon females created by the Houston Police Department vision standards is probably a function of male-female differences existing in the population that likely have a biological or genetic foundation. Consequently, differential rates of applicant rejection for males and females should be expected if visual acuity is important to the performance of the police officer job.

The New York State Police (1976) identified a number of important attributes related to vision and audition which they regarded as "Relative Screenouts:"

"Have peripheral vision balanced to 75° per eye (150° minimum)"

"Ability to focus quickly"

"Have no color blindness"

"Possess vertical and lateral eye balance and fusion"

"Ability to observe merging traffic while operating vehicle"

"Have maximum glare recovery time of three seconds from oncoming lights"

"Ability to function if glasses broken or removed"

"Ability to hear and understand normal radio transmissions while on patrol."

The Dallas Police Department (1974) also noted the importance of "good vision", "depth perception" and driving observational skills for detecting violations and for identifying law violators. As part of a literature review, the Selection Consulting Center (1974) noted a study for the El Monte Police Department, California, by Dr. William Baker, which determined that a visual acuity of 20/80 was safe during daylight hours, but a minimum of 20/60 was needed to function effectively at night. Consequently, this study recommended an acuity standard of 20/60 correctable to 20/20.

Research for the Texas Department of Public Safety (LFWF, 1975) found that poor pursuit drivers had tendencies toward poorer visual acuity (both corrected and uncorrected) and were more likely to be astigmatic than good pursuit drivers. Conclusions from this research suggested that visual acuity requirements of 20/20 corrected in each eye and no worse than 20/70 uncorrected were appropriate.

No research was found for auditory acuity standards.

Logical Considerations

A visual acuity of 20/20 means that the individual can see at a distance of 20 feet that which the "normal" person is able to see at 20 feet. A visual acuity of 20/40 means that the individual only can perceive at 20 feet that which the "normal" person is able to see at a distance of 40 feet. Because of the need to note license plates, identify suspects, fire a weapon and engage in high speed driving activities, officers must have good vision and should have at least normal visual acuity, uncorrected or correctable, at time of application. Since visual acuity tends to deteriorate somewhat with age, applicants with poor vision at age 20 will likely have even poorer vision when older. Acuity deterioration should be considered when setting minimum vision requirements.

In case an officer's corrective lenses are broken, lost or stolen while on duty, there should be a minimal level of eyesight required of all applicants. Although the probability of such occurrences is not high, it is important since the officer without glasses still might be required to drive a car, identify a suspect or shoot a weapon.

To avoid screening out otherwise qualified applicants, the uncorrected acuity minimum should be set as low as reasonable, at the point where the individual is still capable of functioning

on the job. Since legal blindness is established as 20/200, the applicant's uncorrected vision should be better than this legal standard in each eye, i.e., he/she should not be legally blind in either eye. Thus, a requirement of about 20/100 uncorrected in each eye appears to be a very minimum standard.

To further clarify the effects of various degrees of visual acuity, Table 2 has been prepared. The table clearly shows that under ideal conditions an officer with normal vision can just read a license plate at a distance of 52.68 yards, while a person with 20/70 acuity could be no further than 15.05 yards away to read the same license plate.

Translating these visual acuity distances into practical terms, a visual acuity of 20/60 is required to read a license plate across the standard four lane highway, an acuity of 20/70 to read it across a 4 lane city street, and an acuity of 20/40 to be legally able to drive an automobile in Texas. In other words, if officers with a 20/70 uncorrected acuity misplaced, lost or broke their glasses, then they would only be able to see at 28.6 percent of their own corrected visual acuity, assuming it had been corrected to 20/20. This uncorrected level of acuity would not allow them to legally drive their patrol vehicle.

In a similar manner, Dr. Donald Freeman of the University of California, Berkeley, School of Optometry (cited in Selection Consulting Center, 1974) analyzed the visual acuity necessary

TABLE 2

EFFECTIVENESS OF VARIOUS LEVELS OF VISUAL ACUITY UNDER IDEAL CONDITIONS

<u>Visual Acuity</u>	<u>Distance (yards) at which a person should be able to read a Texas license plate</u>	<u>Legally able to drive automobile (corrected vision)</u>	<u>Able to read a Texas license plate across a standard 4-lane highway (12' lanes, 4' median)</u>	<u>Able to read a Texas license plate across a typical 4-lane city street (10' lanes)</u>
20/20	52.68	Yes	Yes	Yes
20/30	35.12	Yes	Yes	Yes
20/40	26.34	Yes	Yes	Yes
20/50	21.07	No	Yes	Yes
20/60	17.56	No	Yes	Yes
20/70	15.05	No	No	Yes
20/80	13.17	No	No	No
20/100	10.54	No	No	No
20/200	5.27	No	No	No

to recognize the letter "S" in a STOP sign. As shown in the following chart, to see the "S" at a distance of 20 yards requires an acuity of 20/160 during daylight hours and an acuity of 20/33 at dusk.

<u>Yards</u>	<u>Visual Acuity in Daylight</u>	<u>Visual Acuity at Dusk</u>
7	20/460	20/92
20	20/160	20/33
25	20/140	20/24
30	20/100	20/20
40	20/80	20/16
50	20/60	20/12

Although no research evidence was available on auditory acuity, normal hearing is a logical requirement for police officer applicants.

Recommendations and Conclusions: Sensory Abilities: Vision and Audition

In spite of its adverse impact against females, it is recommended that all applicants have a visual acuity that is correctable to 20/20 and uncorrected vision be at least 20/100 in each eye. Although the uncorrected acuity standard could be raised to about 20/70, it is recommended that the additional research presented in Volume VI, Appendix J, be completed before the visual acuity standards are changed.

Applicants should not have astigmatisms or any type of active or progressive organic eye disease. Applicants should have normal color vision, depth perception and peripheral vision. Night vision should also be normal.

Applicants should be capable of normal hearing.

Officers who wear corrective lenses should be required to have an extra pair on their possession in case of breakage or loss, and both pairs should be shatterproof.

SECTION III

EVALUATION OF PERSONAL CHARACTERISTIC REQUIREMENTS

INTRODUCTION

Six of the personal characteristic variables which the Department uses as part of the applicant screening process were found to adversely impact Blacks, Hispanics and/or females. These six selection standards consist of the following requirements:

1. Applicant must have a valid driver's license.
2. Applicant must not be separated from spouse at time of application.
3. Applicant must not be delinquent in any just financial obligations.
4. Applicant must be predicted to have satisfactory performance in the Academy.
5. Applicant must not have any severe marital or family problems.
6. Applicant must not have committed any serious immoral activities such as living common law, engaging in abnormal sexual practices, adultery, etc.

The last two requirements, family instability and immoral behaviors, may have adverse impact for females. This raises an interesting question: since females were not adversely impacted by the overall background investigation phase, should females be considered a protected class in this topic-by-topic

analysis? According to the EEOCC and Federal Civil Service guidelines presented in Section I of this volume, if "the total selection process for a job has no adverse impact, the individual components of the selection process need not be evaluated separately for adverse impact". Assuming the most conservative approach, these topics are discussed as if adverse impact were truly obtained for females.

Many of the personal characteristic variables are grouped together for clarity of presentation. As with the physical requirements, the discussion format will consist of:

1. A review of current requirements;
2. A summary of differential impact results;
3. A discussion of job relatedness;
4. A presentation of legal considerations (state statutes and legal precedents);
5. A review of research findings (validation research for the Houston Police Department and findings by other investigators);
6. A consideration of logical and important points; and
7. A final evaluation with recommendations and conclusions.

CITIZENSHIP REQUIREMENT

Current HPD Requirements and Considerations

"Applicant must be a citizen of the United States of America."

Evidence of Differential Impact

There was no evidence of either adverse or disproportionate impact.

Job Relatedness

Many police officer job duties and potential activities have an implied need for officers to have complete loyalty to their community and to the United States, with minimal risk of dual loyalties in case of political intrigue, bribery attempts, blackmail by threats of harm to relatives, etc. Examples of duties which might be susceptible to exploitation include:

- guarding, transporting foreign dignitaries;
- guarding, transporting important United States officials including the President and Vice President; and
- arresting, transporting non-citizens and illegal aliens.

Examples of relevant job analysis findings are presented in Appendix C1.

Legal Considerations: State Statutes

According to TCLEOSE, "Every peace officer appointed by a department shall: 1) be a citizen of the United States."

Legal Considerations: Court Precedents

A review of rulings regarding citizenship being used as a selection criterion reveals that the courts have consistently prohibited federal, state and local institutions from barring non-citizens from employment, unless the institution can show a compelling reason for such an exclusion. Disqualification for non-citizenship is not only a denial of "equal protection" under the Fourteenth Amendment, but it encroaches on Congress' powers pursuant to matters of immigration and naturalization. (See Supreme Court decisions for: Sugarman v. Parks, 5 EPD 8503; Mirand v. Nelson, 6 EPD 8743; Hampton v. Mow San Wong, et al, 11 EPD 10,955; Examining Board of Engineers, Architects and Surveyors v. Flores De Otero, 96 S. Ct. 2264.)

At least two decisions in this area (Espinoza v. Farah Manufacturing Company, 6 FEP 933; Guerra v. Manchester Terminal Corporation, 8 EPD 9584) have supported citizenship as a selection standard if it does not discriminate on the basis of race, sex, or national origin. The U. S. Supreme Court has affirmed the Espinoza v. Farah decision (6 EPD 8944).

Two recently announced decisions on citizenship as a requirement for police officers resulted in contrary rulings. A California State Law barring aliens from law enforcement officer positions was ruled unconstitutional by the 9th Circuit Court of Appeals.

However, a New York State law excluding aliens from becoming state police officers was upheld. Noting a reason for his opinion, Manhattan Federal Court Judge Henry J. Werker cited the possibility that officers might have to arrest immigration law violators, to protect foreign visitors and to offer security in such events as the 1980 Winter Olympics.

Research Findings - HPD Study

This requirement was not studied due to self selection and restriction in range limitations.

Other Research Findings

No relevant research was found.

Logical Considerations

During the course of this investigation Houston Police Department officers did in fact protect a great variety of important persons including President Ford, Presidential candidate Carter, Vice Presidential candidates Mondale and Dole, President Sadat of Egypt, President Giscard d'Estang of France, and others. Because of the implications of such situations, every possibility must be considered to assure that VIP's are properly protected and that potential international crises are avoided.

As a state bordering on Mexico, Texas has a severe problem with illegal aliens. Consequently, police officers are often confronted with the question of whether or not to arrest

suspected aliens and other decisions which could be influenced by dual loyalties.

Arguments against the citizenship requirement typically reason that non-citizenship does not necessarily mean dual loyalties.

Recommendations and Conclusions: Citizenship Requirement

The citizenship requirement appears to have some logical job relatedness and some legal justification from both Texas statutes and U. S. Supreme Court precedents. Due to the unavailability of validity research data, however, no firm recommendation can be made for this requirement. Nevertheless, the lack of adverse impact for this item, its apparent job relatedness and the potential problems of illegal aliens in the Houston area appear to provide sufficient justification for maintaining this standard.

Because validity research is lacking for this topic and will probably continue to be unfeasible in the foreseeable future, the citizenship requirement may ultimately need resolution by the U. S. Supreme Court.

RADICAL GROUP ORGANIZATIONS

Current HPD Requirements and Considerations

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

Applicant's subversive and radical organizational activities are considered as far as type organization involved in, whether or not applicant is/was a member, activities participated in, recency of activities, whether still in sympathy with the organization, etc.

Evidence of Differential Impact

There was no evidence of either adverse or disproportionate impact.

Job Relatedness

Applicants belonging to subversive or radical organizations could have dual loyalties and as such would be questionable security risks for exposure to information about the Department's policies and procedures, investigative techniques and plans, subversive group investigation files, names of undercover investigators, and other information of a confidential nature. Such information could be applied by the subversive or radical organization to avoid prosecution, to facilitate the kidnapping of a dignitary, and other radical behaviors. Furthermore, police officers are required to testify in court as a witness in criminal prosecutions. Membership in subversive or radical organizations could be used by the defense to invalidate the police officer's testimony.

Examples of relevant job analysis findings are presented in Appendix C2.

Legal Considerations: State Statutes

This specific requirement was not directly cited by TCLEOSE or by Articles 1269m or 4413(29aa) V.T.C.S.

Legal Considerations: Court Precedents

Title VII of The Civil Rights Act of 1964, as amended in 1972, does not apply to employment actions taken against members of Communist groups. Specifically, the law states,

As used in this title, the phrase "unlawful employment practice" shall not be deemed to include any action or measure taken by an employee, labor organization, joint labor-management committee, or employment agency with respect to an individual who is a member of the Communist Party of the United States or of any other organization required to register as a Communist-action or Communist-front organization by final order of the Subversive Activities Control Board pursuant to the Subversive Activities Control Act of 1950. (Section 703(f))

Additionally, in a recent ruling, a U. S. District Court in Texas has upheld an employer's refusal to hire a Mexican-American who had been an active member of a militant Mexican-American organization (Badillo v. Dallas County Community Action Committee, 10 EPD 10,454). The employer's argument that such membership provides a reasonable basis for believing that the applicant may be disloyal was upheld. The court was favorably disposed toward the employer because the

involved personality characteristic appeared job related.

However, when job relatedness was absent, the Court concluded that discharge of an employee because of membership in the Ku Klux Klan was unlawful (Murray v. Jamison, 4 EPD 7599).

Research Findings - HPD Study

The validation research completed for the Department revealed that applicants' membership in radical groups is significantly related to a more general pattern of asocial and delinquency behaviors.

Other Research Findings

No relevant research was found.

Logical Considerations

In addition to the security risk of exposure to confidential information and susceptibility to invalidated court testimony, the public's image of and confidence in the Department would be diminished considerably if a number of police officers were known to be members of subversive organizations. Radical organizations often represent polarizing influences in society. Thus, a police officer who belonged to a group that preached inferiority of certain racial or religious groups could create hostility, fear and suspicion toward all HPD officers, the Department, and the entire criminal justice system.

On the other hand, the automatic disqualification of all applicants

who ever attended a meeting or event sponsored by a radical group would be unfair to those persons who did not know the organization's platform, whose views have changed dramatically since attending the meeting or event, and persons with other qualifying behaviors or attitudes.

Recommendations and Conclusions

It is recommended that the Department continue to investigate applicants' membership in, behaviors with, and attitudes toward radical and subversive organizations. Such information should be considered in regard to the extensiveness of such activities and sympathies, frequency of activities, recency, age at time of occurrence, and other mitigating circumstances.

EDUCATIONAL ATTAINMENT REQUIREMENT

Current HPD Requirements and Considerations

"Applicant must have earned all high school credits required to graduate from an accredited high school; or have a Texas Certificate of High School Equivalency from the Texas Education Agency."

Evidence of Differential Impact

For the high school diploma/G.E.D. or equivalency requirement, there was a disproportionate impact against males. There was no adverse impact for any protected class group.

Job Relatedness

As part of their normal duties police officers perform extensive notetaking and report writing chores. Further, the quality of such reporting activities must be at a level whereby, as required, they can be submitted to the courts as evidence. According to the task analysis results, officers in the entry-level job spend about 14 percent of their time in taking notes, preparing reports, filing charges, testifying in court and staying informed about changes in the law, new enforcement procedures and other job-related information.

Police officers also are involved in extensive verbal communications. Such communications vary from routine discussions with the dispatcher, to interviews with witnesses and actors, to counseling with irritated or disturbed citizens, to testifying in court by presenting evidence and answering cross examination

questions. Again the task analysis results indicate officers in the entry-level position spend over 35 percent of their time in essential communication activities.

The making of important decisions is another part of a police officer's normal duties. Such decisions might involve whether or not to file charges, to arrest someone, to call for assistance, to use firearms, etc. In emergency situations, disasters, crimes in progress, and even during a routine traffic check, police officers' responsibilities are critical and their decisions are regarded as final and binding at that time.

Police officers are faced with constantly changing laws and the need for continued learning, by both advanced Departmental in-service training courses and through self development. Today's peace officer must keep abreast of new procedures and court rulings that affect police policy and police officer conduct. Additional examples of relevant job analysis findings are presented in Appendix C7.

Legal Considerations: State Statutes

All officers "must be able to intelligently read and write the English language (Article 1269m)."

Furthermore, each applicant "must be (a) high school graduate or have passed the General Education Development Test (G.E.D.) ... or must have a minimum of 12 semester hours credit at an accredited college or university (TCLEOSE)."

"Documentary evidence of satisfaction of (the preceding requirements) must be ... submitted to the Commission (TCLEOSE)."

Legal Considerations: Court Precedents

Griggs v. Duke Power Co. (3 EPD 8137) established that educational requirements must be job related if they are used as selection standards. Since that time, additional rulings have shown a tendency to uphold the job relatedness of a high school diploma or G.E.D. entrance requirement for the position of police officer. A brief review of some pertinent cases in this area reveals that in Arnold v. Ballard (9 EPD 9921) a District Court ruled that the high school education requirement was substantially job related and a valid requisite for employment as a police officer even if a higher proportion of Blacks were disqualified because of it. The high school requirement was sustained upon three factors:

1. An analysis of word samples from the Police Department's training bulletins;
2. A job analysis study of duties; and
3. Reports by independent commissions established by both state and federal governments.

Other cases with similar findings have been able to prove that the high school education requirement is substantially job related and is a valid requisite for employment as a police officer even if it results in adverse impact. In Castro v. Beecher (4 EPD 7783) the Court ruled that a high school education was job related for police officers and cited a recommendation

of the President's Commission on Law Enforcement and the Administration of Justice (1967): "the ultimate aim of all police departments should be that all personnel with general enforcement powers have Baccalaureate degrees". Thus, the Court viewed a high school education requirement as a bare minimum for successful performance as a police officer.

Similar reasoning and conclusions were reached by the court in League of United Latin American Citizens v. City of Santa Ana (11 EPD 10,818).

Most recently, in Morrow v. W. O. Dilliard, 412 F. Supp. 497 (S.D. Miss. 1976) the District Court upheld the high school education requirements as applied to the highway patrol pending completion of validation studies. The Court reasoned:

... Certainly the sophisticated, sensitive and vitally important function of highway patrol officers in the State of Mississippi is the performance of general law enforcement duties including the handling of emergency situations, preserving human life on the highway, preparing reports, investigating collisions, assisting local law enforcement officers in many types of investigations, working with the Bureau of Narcotics and other investigatory bureaus and testifying in court. All of the foregoing duties require learning, education, judgment and ability in serving a compelling state interest.

Research Findings - HPD Study

The applicant's total amount of education was found to be significantly related to the police officer personality construct of emotional adjustment, sense of responsibility, and socialized behavior patterns. In addition to significantly valid results

CONTINUED

1 OF 3

for the highest educational level attained, t-tests of statistical significance also revealed that applicants with a G.E.D. or equivalent had significantly lower criteria scores than applicants who graduated from high school, and applicants with two or more years of college had significantly higher criteria scores than applicants with less education.

A readability analysis of Academy textbooks and materials revealed a required reading and comprehension level between the average high school graduate (12 years) and the average college graduate (16 years). The ability to read and comprehend certain state statute material (i.e., the Texas Penal Code and the Texas Motor Vehicle Code) was even above average for college graduates. The results of this readability analysis are presented in Volume VII.

Other Research Findings

A series of studies by independent researchers also have demonstrated that failure to complete one's education is related to undesirable personality characteristics, such as psychopathology (Warburton, 1965), schizophrenia (Pakorny, 1974), sociopathology and criminal behaviors (Cloninger & Guze, 1970), higher recidivism (Cloninger & Guze, 1973), and tendencies to be murderers (Kahn, 1971).

Research findings for police officer educational attainments are somewhat ambiguous. Cohen and Chaiken (1972) found that

highest pre-employment educational level was significantly related to criteria of police officer achievement and low incidence of civilian complaints. Levy (1967) found some significant inverse relationships between educational level and employment criteria; and the Atlanta Regional Commission (1974) did not find any significant relationships. Perhaps the restriction in range or infrequency of officers without high school degrees or the equivalent is responsible for the ambiguity of findings.

Mixed results also were obtained by LWFV (1975). In this predictive study state patrol officers with a pre-employment high school education received equivalent job performance ratings to officers with college experience. However, educational level was positively related to cadet performance in the Academy; and attitude toward additional college training after joining the state police force was related to the officer's current employment status, with officers not continuing their education tending to terminate or resign.

Whether or not educational level is upheld as a valid requirement, there is little doubt that officers do need to be of at least average intelligence and able to apply their mental abilities in an effective manner. The importance of intelligence, judgment and decision-making skills has been cited by a number of researchers as essential to police officer functioning (see Blum, 1964; Barrett et. al., 1975; Selection Consulting Center,

1973; Tordy et. al., 1976; Baehr et. al., 1969; Heckman et. al., 1972; Landy et. al., 1976; LFWF, 1975; Atlanta Regional Commission, 1974; Matarazzo et. al., 1964; Hogan, 1971; and Baehr et. al., 1971).

As for the importance of reading skills, an independent study sponsored by the Texas Commission of Law Enforcement Officer Standards and Education (1976) investigated the readability of materials used in training municipal police officers throughout the State of Texas. Based on 10,000 pages of reading material the average readability index of the material was found to be at the 15.84 grade level (i.e., almost a college graduate). Only 22.7 percent of the material analyzed was found to have a readability index below the 12th grade equivalency. Similarly, Barrett et. al. (1975) analyzed reading samples from the City of Akron Police Department's training bulletins, and reported a required reading level above the 12th grade level.

Logical Considerations

Any police officer who is unable to write accurate reports, who communicates ineffectively with the public, who cannot present evidence in court in a logical and convincing manner, who does not have the intelligence to make logical decisions in emergency situations and/or who does not have the ability or interest to keep abreast of current police techniques and court rulings is a liability to the Department and the citizens of Houston.

Recommendations and Conclusions: Educational Attainment Requirement

A minimum of a high school degree or equivalent should be required of all applicants. Consideration should be given to dropping the G.E.D. or equivalency qualification and establishing an entrance standard of a high school degree.

Recognizing that educational level is not a guarantee in itself of the ability to effectively comprehend, communicate, and use one's judgment, the Department should consider conducting a criterion-related validity study of potential entrance tests. Such tests should include a reading comprehension test and perhaps several measures of judgment and decision making that are related to job behaviors. Such tests could be correlated with Academy and job performance criteria to establish their predictive validity and to determine appropriate cutoff scores for entrance into the Department.

ACADEMY POTENTIAL

Current HPD Requirements and Considerations

HPD considers the applicant's ability to complete the Academy training program as determined by prior educational grades, academic probations and/or disciplinary suspensions.

Evidence of Differential Impact

For applicants' predicted ability to complete the Academy, there was an adverse impact against Hispanics and a disproportionate impact against males.

Job Relatedness

All applicants must be able to complete satisfactorily a rigorous four-month, job-related Academy training program. Many of the components of the Academy curriculum are equivalent to college-level courses. Further, part of the course work requires cadets to read and comprehend material relating to legal terminology and to city, state and federal statutes.

Police officers are faced with constantly changing laws and the need for continued learning, by both advanced Departmental in-service training courses and through self development.

Today's peace officer must keep abreast of new procedures and court rulings that affect police policy and police officer conduct. Individuals must have the potential to learn new and sometimes very complicated materials related to law enforcement. Additional examples of relevant job analysis findings are presented in the previous topic for Educational

Attainment and in Appendix C7.

Legal Considerations: State Statutes

All officers "must be able to intelligently read and write the English language (Article 1269m)."

Legal Considerations: Court Precedents

While earlier lower court decisions have questioned the job-relatedness of success in a police training program (Smith v. City of East Cleveland, 6 EPD 8831, 10 EPD 10,263), and the appropriateness of training success as a criterion to use in satisfying EEOC Guidelines for validation (Bailey v. DeBard, 10 EPD 10,389), the recent U. S. Supreme Court ruling in Washington v. Davis (11 EPD 10,958) goes beyond the EEOC Guidelines and opposes this trend. Whether the courts will allow the use of training success as a criterion in future studies will probably depend heavily on the presence or absence of a compelling argument that such success is related to successful on-the-job performance.

Research Findings - HPD Study

Validation research findings related to academic potential have been divided into two topics - high school grades and adjustment, and college grades and adjustment. Both topics were found to be significantly related to the police officer personality constructs of emotional adjustment, sense of responsibility and socialized behavior patterns.

In addition, the following specific educational adjustment items were found to have statistically significant relationships to the job construct criteria:

- high school grade average;
- seriousness toward studies during high school;
- incidence of disciplinary problems during high school;
- attendance at a college or university;
- overall college grade point average;
- seriousness toward studies during college;
- number of college courses failed; and
- extent of financing oneself through college.

The applicant's total amount of education was also found to have statistical validity:

- highest education level attained was significantly related to the job construct criteria;
- applicants with a G.E.D. or equivalent had significantly lower criteria scores than applicants who graduated from high school;
- applicants with two or more years of college had significantly higher criteria scores than applicants with less education; and
- applicants completing whatever level of education they attempted (high school, two-year associate degree, four-year college degree) had significantly higher criteria scores than those who did not complete their attempted academic programs.

A readability analysis of Academy textbooks and materials revealed a required reading and comprehension level between the average high school graduate (12 years) and the average college graduate (16 years), with certain state statute material being above average even for college graduates. Consequently, applicants unable to read and comprehend college-level material will not pass the Academy.

A detailed analysis of the Academy's curriculum for cadets revealed that the program itself had content validity and that the training examinations had criterion-related validity (see Volume VIII). Therefore, Academy training and examinations are valid criteria for use in the selection of police officers, giving additional support to the Supreme Court opinion in Washington v. Davis (11 EPD 10,958).

A number of cadets have failed to complete the Academy for academic reasons, especially in current classes. In spite of HPD's careful screening procedures, 17.3 percent of all cadets during 1974 and 1975 did not complete the Academy. Reasons for these failures range from dismissal due to poor grades or disciplinary problems to voluntary withdrawal for unknown reasons (dislike the work, afraid of academic failure, etc.). It is known that at least 25 percent of all dropouts were due to failing grades (see Volume VIII for more details).

Other Research Findings

A series of studies by independent researchers also have

demonstrated that poor academic adjustment (delinquency, expulsions, etc.) and failure to complete one's education are related to undesirable personality characteristics (Warburton, 1965; Pakorny, 1974; Cloninger & Guze, 1970; Cloninger & Guze, 1973; Kahn, 1971).

No research was found which studied the police officer's academic potential and adjustment prior to employment with a law enforcement agency. However, data from the previous section on educational attainment also are relevant here and should be noted accordingly.

Logical Considerations

Each Houston Police Department cadet must pass a comprehensive, college-level, job related Academy training program to be certified as a law enforcement officer by TCLEOSE. The need for such training is obvious when one considers the complexities of law enforcement activities, the officer's need to function as a protector, counselor, authority figure, etc., and the police officer's need to know federal, state and city statutes.

The cost of HPD's Academy training per cadet is well over \$5,000. (Known costs of salaries and benefits for participating cadets, instructors and support personnel was \$5,185 per cadet, without including operating and capital expenses; see Volume VII.) A minimum of Academy failures, therefore, is a business necessity.

Recommendations and Conclusions: Educational Requirements

In spite of the adverse impact associated with this item, applicants must have the potential to successfully complete the Academy. Therefore, predicted Academy success is a necessary requirement and should be evaluated by considering the applicant's prior education, grades or class standing, attitudes toward studies and adjustment to the academic environment.

CIVILIAN CRIMINAL BEHAVIORS

Current HPD Requirements and Considerations

"Applicant must not have been convicted of a felony offense, driving while intoxicated or of any crime involving moral turpitude."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

Applicant records for misdemeanors and felonies as an adult or juvenile are considered for seriousness, disposition, circumstances, recency, etc.

Admitted applicant crimes and commission of illegal activities are considered for severity, frequency, recency, etc.

Evidence of Differential Impact

There was evidence of disproportionate impact against male applicants for civilian convictions.

There was evidence of disproportionate impact against White and male applicants for admitted commission of illegal offenses.

There was no adverse impact for any items related to civilian criminal behavior.

Job Relatedness

Of all background items, applicants' prior criminal behaviors are most related to their attitudes toward law enforcement and their acceptance of society's rules and regulations.

Commission of crimes is an indication of irresponsibility, immaturity or asocial behavioral patterns. Police officers with tendencies toward larceny constantly may be tempted to steal when transporting confiscated goods or intoxicated

actors, or when left alone at the scene of a robbery. Further, such police officers will have access to business security systems, individuals' vacation schedules, and other information to aid and abet a crime. Police officers with criminal backgrounds might be sympathetic or lenient with actors engaged in similar activities and might have a difficult time testifying in court if the actor were arrested. Examples of relevant job analysis findings are presented in Appendix C3.

Legal Considerations: State Statutes

According to TCLEOSE, "Every peace officer appointed by a department shall: ...

4. Not have been convicted by any state or by the federal government of Driving While Intoxicated or Driving Under the Influence of Drugs within the last ten (10) years, nor have ever been convicted of a felony under the laws of this State, another state, or the United States.
 - a. For the purpose of this rule, a felony conviction includes:
 - A conviction whereupon a person is sentenced to serve, or has served, in whole or in part, a sentence in prison, under the laws of this State, or any other state, or the federal government, or a felony conviction in which probation is granted.
 - b. A misdemeanor conviction in which probation is granted is not considered a conviction.
 - c. A conviction shall not be considered in any manner by the Commission if:
 - (1) A person has served, in whole or in part, a sentence in prison, under the laws of the State, or any other state, or the federal government; and if in addition
 - (2) He pleaded "not guilty" to the charge for which he was convicted and which led to the imprisonment; and if in addition
 - (3) He is not guilty of the crime for which he was sentenced, and, if in addition
 - (4) He has received a full pardon for the crime and punishment for which he was sentenced.

Furthermore, TCLEOSE recommends rejection for the following causes:

"2. c. Personality Disorders - character or behavior disorders as evidenced by:

- (1) Frequent encounters with law enforcement agencies, or anti-social attitudes or behavior which, while not a cause for rejection, are tangible evidence of an impaired characterological capacity to adapt to the demands of police service."

Legal Considerations: Court Precedents

The issues of arrest and conviction records have been differentially dealt with in the courts. A cursory review of pertinent decisions indicates that the use of arrest record data is rather consistently overturned by the courts. Reasons cited for invalidating arrest records include no demonstrated job relevancy and the possibilities that arrest records have an adverse impact on Blacks (see Gregory v. Litton Systems, 5 EPD 8089; Carter v. Gallagher, 3 EPD 8335).

More positive reactions were found toward the use of conviction records as selection devices for certain jobs. In Carter v. Gallagher (3 EPD 8335) the court ruled that officials selecting public employees should be allowed to consider conviction from the point of view of protecting the public. However, the court felt such convictions should not constitute an absolute ban on obtaining employment. Similarly, in Richardson v. Hotel Corporation of America (5 EPD 8101) the court ruled that conviction of a serious crime may bar employment in security sensitive jobs since convicted persons are more likely

to commit crimes in the future. Because the implementation of these rulings demands caution, the general trend indicates that the more recent and serious a criminal conviction in an applicant's history, the more negative weight it should receive in the selection process.

Research Findings - HPD Study

Validation research was divided into two separate topics: civilian criminal records and admitted theft. The overall topic of civilian criminal arrests and convictions had statistically significant relationships with the job related constructs of emotional adjustment, sense of responsibility and especially with socialized/asocial behavior patterns. Furthermore, the following individual items attained statistical significance with the job related constructs:

- juvenile arrest record;
- juvenile conviction record;
- adult arrest record;
- adult conviction record;
- adult and juvenile misdemeanor arrest records;
- adult and juvenile misdemeanor conviction records; and
- felony arrest record.

Although felony convictions could not be researched due to self selection and restriction in range limitations, the findings clearly indicate that all types of criminal activities including

juvenile and adult misdemeanor behaviors and arrest records are negatively related to essential police officer job behaviors.

The topic of admitted theft (admissions usually occurring during personal interviews or the polygraph examination) also was significantly related to the job performance constructs of socialized/asocial behavior patterns, sense of responsibility and general emotional and psychological adjustment. In addition, the following specific items were statistically related to the job constructs:

- number of times ever stolen or shoplifted anything;
- total value of such stolen goods (nonlinear relationships);
- recency of last theft or shoplifting;
- number of times ever purchased stolen goods;
- total value of such stolen good purchases; and
- recency of last purchase of stolen goods.

Thus, whether or not the applicant was apprehended or convicted, the commission of illegal activities is negatively related to personality behavior patterns essential to the effective functioning of police officers.

Other Research Findings

Other research studies of both arrest and conviction records have shown statistically significant relationships with

undesirable personality behavioral patterns. When compared to the normal population, individuals convicted of felonies were shown to have higher incidences of such undesirable characteristics as sociopathy, alcoholism, and drug dependence (Guze et. al., 1969) and with assaultive behaviors (Berg & Fox, 1947).

Furthermore, frequent arrest has been related to various psychological problems by several investigators (see O'Neal & Robbins, 1959; Tyndel, 1969). Several other studies have determined that individuals with arrest histories subsequently tend to be arrested again and convicted of serious crimes (Kahn, 1971; Cloninger & Guze, 1973).

In a research project with police officers (Cohen & Chaiken, 1972), results suggest that officers arrested for violent crimes before joining the department tended to be involved in excessive misconduct while on the force. Prior arrest for non-violent crimes was found to be significantly and negatively related to charges of harassment (false arrest, illegal search-seizure, etc.). Interpreting this inverse relationship, the authors suggested that the personal experiences of officers previously arrested for minor, non-violent crimes might have tempered their relationships with actors and suspects. Another possible explanation is the self-selection and restriction in range phenomena which confounds much of the research with current police officers as previously mentioned.

Logical Considerations

Research conclusions for the Houston Police Department are consistent with findings by other investigators who found that arrest and/or conviction records can be symptomatic of general antisocial behavior patterns, personality disorders and recidivism.

There are many other obvious reasons for evaluating applicants' criminal records and behaviors, including police officers' credibility as witnesses when testifying in court, the legalizing of potential criminals to carry firearms, police officers' access to confidential information relating to security matters, and so on.

During the course of this investigation, several HPD police officers have been charged with criminal activities, from theft and burglary to perjury, falsification of reports, acceptance of bribes and income tax evasion. Because the Department needs the public's trust and support, it cannot afford to hire applicants who might subsequently engage in criminal activities while on the force. Such possibilities must be kept to a minimum; therefore, all individuals with any incidence of criminal behavior require very careful screening.

Recommendations and Conclusions: Criminal Behaviors

HPD should disqualify applicants convicted of felonies or other

serious or violent crimes. Furthermore, the Department also should consider the applicant's entire criminal record, including juvenile behaviors, arrest records and misdemeanors in addition to the more accepted adult felony conviction record.

While the evidence does not suggest that commission of any type of criminal act should be disqualifying, it does indicate that when the Department is evaluating non-felony conviction records, many variables should be considered, including likelihood of reoccurrence, applicant motives, frequency, age at occurrence, and other extenuating circumstances which might affect interpretation of the behaviors.

Although it is generally accepted that Blacks are adversely impacted by arrest records, research in this study did not support such conclusions for those individuals who actually applied to become HPD peace officers. (This finding could be the result of HPD's Affirmative Minority Recruiting Program.) Furthermore, in addition to the use of both arrest and conviction records, HPD investigative procedures also screen applicants for commission of criminal behaviors which have not resulted in arrests. These non-apprehended criminal behaviors had a disproportionate impact against White applicants. Perhaps, if Blacks are adversely impacted by arrest records, the use of non-apprehended criminal behaviors serves to balance any potential bias in the criminal justice system.

MILITARY HISTORY

Current HPD Requirements and Considerations

"If a veteran, applicant must not have been convicted in any court martial higher than a Summary."

"If a veteran, applicant must have an Honorable Discharge, free from any conditions."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

The Department considers the applicant's draft code, reenlistment code and general adjustment to military service.

Evidence of Differential Impact

There was evidence of disproportionate impact against male applicants for military convictions and dishonorable discharges.

There was no adverse impact.

Job Relatedness

Law enforcement agencies are "para-military" organizations.

Therefore, applicants' behaviors and adjustment during military service are similar to many of the behaviors and adjustments required to function effectively as police officers. The Department has many standard operating procedures and policies. Failure to obey orders or to follow standard operating procedures could cause serious consequences to the police officer him/herself, to other officers, and to the public.

Serious disciplinary problems or criminal behaviors during military service should be treated in the same manner as

civilian criminal records and disciplinary behaviors. See the previous section on Civilian Criminal Behaviors for further information and Appendix C4 for examples of relevant job analysis findings.

Legal Considerations: State Statutes

"Every peace officer appointed by a department shall: ...

4) Not ... have ever been convicted of a felony under the laws of ... the United States (TCLEOSE)."

"Applicant must have been discharged from military service under honorable conditions, if applicable (TCLEOSE)."

Legal Considerations: Court Precedents

The ruling in Bailey v. DeBard (10 EPD 10,389) supported the review of military discharge records as part of the background investigation procedure for selecting police applicants. In this case it was reasoned that a police officer's ability to function as a witness for the prosecution in a court of law may be impaired by negative information in their military record which might be uncovered and used by a defense attorney.

Research Findings: HPD Study

Statistically significant relationships with job performance constructs were obtained for the topics of military adaptation and military criminal behaviors. Significant validity coefficients also were obtained for the following individual items:

- reenlistment classification;

- number of Article 15's, captain masts, and other military disciplinary actions received; and
- general rating of adjustment to military life.

The infrequency of court martials and poor discharge codes did not allow separate study of these items, but they were statistically significant when combined with other military items of a disciplinary and general adjustment nature. Further substantiation of criminal type items can be found in the validation research for Civilian Criminal Behaviors. The applicant's draft classification code was not found to be significantly related to any of the job criteria.

Other Research Findings

Several investigators have found significant relationships between a poor military adjustment and undesirable personality characteristics such as psychopathic criminal behaviors (Warburton, 1965) and diagnosed cases of schizophrenia (Pokorny, 1974).

In research with police officers, Cohen and Chaiken (1972) found a statistically significant relationship between prior military disciplinary records and subsequent misconduct as police officers in the form of rules and procedural violations and civilian complaints of harassment and use of unnecessary force. This project did not find any job performance differences between officers who were veterans and those who were not veterans.

Logical Considerations

Other research findings tend to support those obtained for the Houston Police Department; that is, military adjustment and disciplinary problems are related to the important police officer constructs of emotional adjustment and ability to conform to organizational values and procedures (i.e., socialized behavior patterns).

Military behaviors are no less indicative of an applicant's adjustment than civilian behaviors. Therefore, the evidence obtained for the validity of employment references, employment stability items, unapprehended criminal activities and criminal arrests/convictions also are supportive of military adjustment and misconduct considerations.

Recommendations and Conclusions: Military History

The Department should disqualify any applicant convicted of a military offense comparable to a felony conviction in civilian life.

The applicant's general adjustment to military life and non-felony disciplinary actions also should be considered, but considered as to the severity, frequency and recency of such occurrences, the applicant's age, special circumstances, and other mitigating factors.

Items pertaining to whether or not the applicant served in the

military and the applicant's draft status should not be used as disqualifiers. These items, however, might provide insights which the background investigator could check further, i.e., indications of military disabilities and medical deferments.

RESIDENCY REQUIREMENTS

Current HPD Requirements and Considerations

Applicant "must reside within a 500-mile radius of Houston for a sufficient period of time to enable this Department to conduct a valid background investigation."

Evidence of Differential Impact

There was evidence of disproportionate impact against White and male applicants.

There was no adverse impact.

Job Relatedness

Except for implied knowledge of the community environment and local norms, residency requirements are not related to job performance. However, residency requirements are an important business necessity due to the costs involved in personally interviewing applicant's associates, neighbors and other references as part of the comprehensive background investigation.

Legal Considerations: State Statutes

"Every peace officer appointed by the department shall ... be of good moral character, as determined by a thorough background investigation. (TCLEOSE)."

Legal Considerations: Court Precedents

An examination of the cases regarding location of residence requirements reveals that preference in hiring for local residents might be a valid employment practice where there is no resulting disparate impact on minorities. This was

demonstrated in Shack v. Southworth (10 EPD 10,342) for a deputy sheriff's position; McCarthy v. Philadelphia Civil Service Commission (11 EPD 10,917) for a firefighter's position; and in Detroit Officers Association v. City of Detroit, 385 Mich. 519, 190 N.W.2d 97 (1971), cert. denied, 405 U.S. 950, 92 S.Ct. 1173 (1972). In this latter case, a Detroit ordinance which required its police officers to reside in the city was sustained by the Michigan Supreme Court because the standard bore a reasonable relationship to the object of the legislation. Appeal to the United States Supreme Court was subsequently "dismissed for want of a substantial federal question".

In a slightly different vein, it has been found illegal to enforce a one-year state residency requirement to qualify for a state civil service application (Justice et. al. v. Mauzagol, 11 EPD 10,758). Also see Shapiro v. Thompson (89 S.Ct. 1322) and Dunn v. Blumstein (92 S.Ct. 995).

Research Findings: HPD Study

This requirement was not researched due to self selection and restriction in range limitations.

Other Research Findings

The findings from other research are not clear. In one study it was found that persons who apply to police departments in their home town tend to have longer job tenure than applicants born elsewhere (Levy, 1967). Using a different criterion,

Cohen and Chaiken (1973) found that Black police officers born outside New York City had better career advancement than city-born Blacks. The sample was too small to cross validate on White officers.

Logical Considerations

Considering the types of persons who want to become police officers and the importance of such decisions, the Department should continue to conduct personal, in-depth background investigations for each applicant. Limiting the distance that an investigator has to travel to interview employers, neighbors, friends, coworkers and/or personal references is a business necessity. Each out-of-town investigation can be very costly considering travel expenses and travel time.

Personal reference and employer reference items obtained during the background investigation had very significant relationships with the job construct criteria and make very important contributions to the total applicant screening process.

Recommendations and Conclusions: Residency Requirement

As long as the Department continues to conduct personal investigations at the applicant's current and recent places of residence, a residency requirement is both practical and a necessary business consideration. The 500-mile radius for such a requirement, approximately one full day's drive by automobile, appears to be logical, but also could be redefined

as Texas, or the Houston Standard Metropolitan Statistical Area.

In situations where other sources are available to provide thorough background data (e.g., applicant is an officer for another law enforcement agency, etc.) it may be appropriate to waive this requirement.

DRIVING HISTORY

Current HPD Requirements and Considerations

"Applicant must have a valid Texas Driver's License."

"Applicant must not have received more than two moving traffic law citations within a twelve month period immediately prior to making application."

"Applicant's driving record must reflect a history of prudence and maturity in operating motor vehicles."

"Applicant must not have been convicted of ... driving while intoxicated ... "

Applicant must not have been convicted of driving while under the influence of drugs.

Evidence of Differential Impact

The possession of a valid driver's license requirement resulted in adverse impact against females and Blacks.

The current driving record requirements resulted in disproportionate impact against males and Whites.

The total driving history considerations resulted in disproportionate impact against males.

D.W.I. or D.U.I.D. convictions were not studied independently, but appear to have disproportionate impact against males. No evidence of adverse impact was found for these items.

Job Relatedness

The Houston Police Department entry-level Class A position requires extensive driving under conditions varying from routine patrol and dispatch assignments to engaging in high-speed driving during pursuit activities and emergency response conditions. Unless police officers are skilled and cautious, driving under hazardous conditions can result in serious

traffic accidents.

The Academy training program required by TCLEOSE includes a number of driving topics with driving practice. Prior to training, it is assumed that each cadet is able to drive an automobile and has a valid license to do so.

The D.U.I.D. requirement is important because officers frequently confiscate and transport all types of drugs, and drug offenders might be tempted to sample them.

Examples of relevant job analysis findings are presented in Appendix C5. Similar findings have been obtained by the New York State Police (1976); Pennsylvania State Police (1974); LFWF (1975); and other investigators.

Legal Considerations: State Statutes

Police officers and cadets must have a valid Texas driver's license to drive a patrol vehicle in the State of Texas.

The cadet training program must include such topics as operation of patrol vehicles, roadblock procedures, procedures for responding to crime-in-progress calls, traffic enforcement, accident investigation and other topics implying active driving behaviors to meet the certification standards set by TCLEOSE.

Any applicant "who has been convicted by any state or by the federal government for Driving While Intoxicated (D.W.I.) or Driving Under the Influence of Drugs (D.U.I.D.) within the last ten (10) years" must be rejected (TCLEOSE).

Legal Consdierations: Court Precedents

A cursory review of pertinent court decisions revealed no significant findings regarding the legality of these items as

selection devices in screening police applicants.

Research Findings: HPD Study

The HPD validation study found statistically significant relationships between job criteria and recent driving behaviors. In particular, the following items were significantly related to the job constructs: number of moving traffic ticket citations received and traffic accidents involved in during the prior 12 month period, and an evaluation of the applicant's driving habits and safety consciousness.

Whereas recent driving behavioral items were significant, items pertaining to the applicant's total driving record (total number of tickets, accidents, etc.) did not attain statistical significance. Failure to achieve statistical validation for these overall variables could be due to the research design and inability to control for applicant's length of time driving, amount of driving experience, etc.

An analysis of the Department's files revealed a substantial number of traffic accidents and a significant number of disciplinary actions against those officers judged to be negligent in traffic-related misbehaviors.

Other Research Findings

Other research investigators have linked poor driving records to undesirable personality characteristics and behaviors. In a series of studies cited by Eysenck (1964), accident prone

drivers were characterized as abnormally aggressive and psychopathic; serious traffic offenders in England were shown to have significant tendencies toward other types of criminal behaviors; and accident repeaters in Canada had significantly greater need for social service rehabilitation.

In a police oriented research project, Levy (1967) found the number of traffic citations prior to joining the force was related to current status and success as a police officer; that is, police officers classified as "failures" had more motor vehicle violations than "non-failures" and "current" officers.

Logical Considerations

Possession of a valid driver's license is the applicant's responsibility, and the Department should require it prior to application. Furthermore, HPD only uses this requirement as a temporary disqualifier - once the applicant obtains a valid license he/she is allowed to reapply.

Academy training must focus on the finer points of pursuit driving, safety and other specialized driving skills. Due to limited training time and resources, it is an unnecessary expense for the Department to assume the burden for teaching driving ABC's to cadets or trying to convert a reckless driver into a safe one.

Improper driving behaviors can result in costly vehicle maintenance

and accident repair programs, diverting funds from other vital programs. Police officers who are accident prone, who like to "hot rod" or who have reckless driving behaviors might not only endanger themselves and fellow officers, but may endanger the lives of innocent pedestrians and other drivers.

For those police officers hired during the last five years, there were a total of 290 cases of disciplinary actions due to traffic misbehaviors. Thirty-nine of these disciplinary actions resulted in the officer being suspended for one or more days. During the period from January 1, 1976 through March 15, 1977, police officers were involved in 35 collisions while chasing traffic violators. These collisions injured 20 officers and citizens and caused damages of over \$135,000.

Recommendations and Conclusions: Driving History Requirements

In spite of its adverse impact against females and Blacks, the Houston Police Department should require Texas applicants to possess a valid Texas Driver's License and non-residents to possess a valid driver's license from their state of residence prior to application with the Department. Out-of-state recruits accepted into the Academy should be required to obtain a valid Texas Driver's License before classes begin.

Applicants should not be in danger of having their license revoked in the immediate future.

Applicant driving behaviors should demonstrate maturity and

caution as determined by the applicant's recent and complete driving history. D.W.I. and D.U.I.D. convictions should be considered as evidence of immature and irresponsible behaviors of a disqualifying nature. For other violations, the applicant's age, frequency and recency of traffic problems, and circumstances surrounding accidents and citations should be considered during the evaluation process.

EMOTIONAL AND PSYCHOLOGICAL ADJUSTMENT

Current HPD Requirements and Considerations

"Applicant must be temperamentally and emotionally stable."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

Evidence of Differential Impact

There was evidence of disproportionate impact against White applicants.

There was no adverse impact.

Job Relatedness

Police officers need to be able to handle sudden and prolonged stress and frustration without becoming unduly upset or excited. As certified law enforcement officials, they are legally in charge at emergencies and must be capable of making rational, unemotional decisions. Situations typically encountered which can cause irritation or emotionality include verbal abuse from citizens and actors; physical resistance from actors; dealing with members of another race or an angry crowd of people; family disturbance calls; etc. Under stress or in emergencies, unstable police officers might be prone to make unwise decisions or to abuse their authority without being aware of doing so. Also, they might tend to rationalize their decisions and

display any prejudices or hostilities.

Examples of relevant job analysis findings are presented in Appendix C6.

Legal Considerations: State Statutes

"The emotional stability to withstand the pressures of modern police work is an essential qualification for applicants for police service ... (TCLEOSE)."

For selecting police officers, TCLEOSE makes the following recommendations:

1. All applicants be screened by a licensed physician, psychiatrist, or clinical psychologist.
2. Rejection for the following causes:
 - a. Psychoses - or authenticated history of a psychotic illness other than those of a brief duration associated with a toxic or infectious process.
 - b. Psychoneurotic reaction which caused:
 - (1) Hospitalization
 - (2) Prolonged care by a physician
 - (3) Loss of time from normal pursuits for repeated periods, even if of brief duration, or
 - (4) Symptoms or behavior of a repeated nature which impaired school or work efficiency. A history of a brief psychoneurotic reaction or nervous disturbance within the preceding 12 months which was sufficiently severe to require medical attention or absence from work or school for a brief period.
 - c. Personality Disorders - Character or behavior disorders as evidenced by:
 - (1) Frequent encounters with law enforcement agencies, or anti-social attitudes or behavior which, while not a cause for rejection, are tangible evidence of an impaired characterological capacity to adapt to the demands of police service.
 - (2) Homosexuality or other forms of sexual deviant practice such as exhibitionism, transvestism, voyeurism, etc.
 - (3) Chronic alcoholism or alcohol addiction.
 - (4) Drug addiction.
 - d. Character and behavior disorders where it is evidenced by history and objective examination that the degree of immaturity, instability, personality inadequacy, and dependency will seriously interfere

with the performance of police duties as demonstrated by repeated inability to maintain reasonable adjustment in school, with employers, and fellow workers, and other social groups.

- e. Other symptomatic immaturity reactions such as authenticated evidence of enuresis which is habitual or persistent, not due to an organic condition occurring beyond early adolescence (ages 12 to 14) and stammering or stuttering of such a degree that the individual is normally unable to express himself clearly or to converse in a normal manner.
- f. Specific learning defects secondary to organic or functional mental disorders.

Legal Considerations: Court Precedents

A cursory review of pertinent court decisions revealed no significant findings regarding the legality of this item as a selection device for screening police applicants.

Research Findings: HPD Study

The general topic of emotional stability was divided into a number of subparts, with two - self control and objectivity/ prejudice - reported in this section. Both of these subtopics were found to have statistically significant relationships with the job performance constructs. In addition, the following emotional control and objectivity items were statistically significant, particularly with the emotional adjustment and responsibility constructs:

- did applicant ever have a psychological problem requiring treatment;
- does applicant have an active temper;
- number of times applicant lost his/her temper during

the past 12 months;

- number of physical fights applicant has had as an adult;
- number of times applicant physically beat his/her spouse;
- degree of applicant's prejudice toward other races;
- degree of applicant's prejudice toward other religions; and
- degree of applicant's prejudice toward other groups such as teenagers, hippies, etc.

In other topics with emotional components, similar results were obtained; see the research findings (HPD study) for sections on alcoholism, financial stability, employment stability, employment references and personal references.

Other Research Findings

Although Cohen and Chaiken (1972) failed to demonstrate a relationship between police officers' job performance and history of psychological or mental disorders prior to application, many researchers have linked emotional adjustment variables to job performance. Baehr et. al. (1971) characterized the successful patrol officer as having both childhood stability and occupational stability. Furthermore, they found successful officers able to resist stress and to control any purely impulsive or emotional responses and expressions of competitiveness or aggression.

In a recent predictive validity study with police officer applicants, Landy (1976) found that interviewer ratings pertaining

to the applicant's "Personal Stability" (a factor primarily composed of ratings of the applicant's "apparent emotional stability," "social sensitivity," and "responsibility/maturity") was significantly related to supervisory performance ratings of subsequent on-the-job behaviors.

The Los Angeles County Sheriff's Department (1973) found above average deputies to be characterized by more super-ego strength, practicalness, internal control and self-control. These emotional adjustment variables also were significantly related to job criteria of performance ratings, automobile accidents and disciplinary actions. In laboratory experiments this same study revealed that above average deputies were better able to handle stress and had a more flexible "stress coping" style.

Matarazzo, Allen, Saslon and Weins (1964) administered a number of psychological tests to successful police officers and found them to have "superior personality adjustment." Baehr, Furcon and Froemel (1968) found highly rated patrol officers to be stable, well socialized and family oriented, while Blum (1964) found officers guilty of misconduct to have evidence of emotional instability and pathology.

A number of other investigators also have identified emotional stability, self-control, psychological adjustment, tolerance for stress, etc., as essential job behaviors (see Barrett et. al. 1975; Selection Consulting Center, 1973; Tordy et. al., 1976; Baehr et. al., 1969; LFWF, 1975; Heckman et. al., 1972;

Atlanta Regional Commission, 1974; Levy, 1967; and Hawkey, 1968).

Logical Considerations

Law enforcement responsibilities require unique individuals who are capable of handling the emotional stress caused by conflicting role expectations. Police officers, for example, are supposed to be peace officers, counselors and humanitarians, but on the other hand they are expected to fulfill their law enforcement role by acting as authority figures able to engage in physical combat. Also, police officers are expected to be self-reliant individualists capable of independent thought and action, while at the same time able to follow orders and conform to police department organizational goals and policies, legal statutes, and society mores.

Since law enforcement work is extremely demanding and stressful, applicants with any potential toward immaturity, temper control problems, minority group prejudices, or severe emotional disturbances should be rejected. The risk of hiring such applicants is just too great because emotionally immature or unstable police officers are in a position to cause great harm to the public, to themselves and to the image of the Police Department.

In addition, police officers' ability to testify in court, to present an objective portrayal of the facts and to withstand cross examination also are related to their emotional adjustment.

Recommendations and Conclusions: Emotional Adjustment

Applicants with severe personality disorders or a history of such disorders should be automatically disqualified. Indications of emotional immaturity or self-control problems (i.e., tendencies toward argumentativeness, physical aggressiveness, hostility, overt prejudices, feelings of inadequacy, etc.) also should be considered along with other emotional components, such as drug use, alcoholism, financial immaturity, employment instability, and the like. When evaluating emotional and psychological adjustment, the Department should consider the applicant's age, frequency of occurrence, pervasiveness of trait, probability of reoccurrence and other circumstances which moderate the condition. The use of a qualified psychologist or psychiatrist is recommended to assess applicants' emotional and psychological adjustment, particularly when the background investigation reveals any questionable behaviors.

EMPLOYMENT STABILITY AND EMPLOYMENT REFERENCES

Current HPD Requirements and Considerations

"Applicant's background must reflect ... employment stability."

"Applicant must be temperamentally and emotionally stable."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

Evidence of Differential Impact

There was evidence of disproportionate impact against White and male applicants for employment stability considerations.

There was evidence of disproportionate impact against White applicants for employment references.

There was no adverse impact.

Job Relatedness

The probability that an applicant will become a conscientious and long-term employee is often best predicted by the applicant's prior work experience. Applicants with work histories of short tenure tend to have short tenure on future jobs. Those individuals receiving poor references from employers because of tendencies to be unmotivated, immature, argumentative, unwilling to obey company rules, uncooperative and so on are likely to exhibit such behaviors as a police officer. Many job behavior qualities essential to success as a police officer

are observable in other jobs and should be investigated.

Examples of relevant job analysis findings pertaining to work habits are presented in Appendix C8. See other topics in the appendix for additional data.

Legal Considerations: State Statutes

"Every peace officer appointed by a department shall: ... 5) be of good moral character as determined by a thorough background investigation (TCLEOSE)."

TCLEOSE also recommends that applicants be rejected for the following causes: "Character and behavior disorders where it is evidenced by history and objective examination that the degree of immaturity, instability, personality inadequacy, and dependency will seriously interfere with the performance of police duties as demonstrated by repeated inability to maintain reasonable adjustment in school, with employers, and fellow-workers, and other social groups."

Legal Considerations: Court Precedents

Although none of the court decisions in this area involve police agencies, the findings consistently support the use of previous employment stability and references as selection devices. In Parham v. Southwestern Bell (3 EPD 8021), the employer's use of a background investigation to evaluate prior job performance and employment recommendations was upheld as a non-discriminatory, good-faith effort. Only where such investigations are not equally applied to all groups (East v. Romine, Inc., 10 EPD 10,383) does the employer run the risk of being found in violation of the law.

Research Findings: HPD Study

Previous employment was divided into two topics, employment instability and employment references. Both topics had statistically significant relationships with job criteria of responsibility, emotional adjustment, and socialization. In addition, the following employment stability items were significantly related to one or more job criteria:

- employed at time of application;
- number of prior full-time jobs;
- reasons for leaving prior position (fired);
- total times ever fired;
- total times quit job without giving proper notice; and
- average job tenure in months.

Similarly, the following employment reference items were significantly related to one or more criteria:

- ratings for resourcefulness and initiative;
- ratings for ability to follow orders;
- ratings for common sense;
- ratings for perseverance;
- ratings for leadership skills;
- ratings for ability to plan and organize work;
- ratings for peer relationships;
- ratings for absenteeism record;
- ratings for overall suitability to join HPD;
- ratings by worst peer evaluation; and

- ratings by worst supervisory evaluation.

Results were consistently logical and among the highest obtained in this project.

Other Research Findings

A variety of studies have shown that prior job tenure, unemployment histories, number of times fired, and other instability indices are related to important job behavior criteria. These items are among the best predictors of applicant's future job stability (unpublished research by the author and a variety of studies using weighted application blank data, see Guion, 1964). Furthermore, several researchers have related these same employment stability items to criminal behaviors (Cloninger et. al., 1970; Kahn, 1971).

Using the more subjective reference ratings by previous employers, Barlett and Goldstein (1976) (as reported in The Industrial-Organizational Psychologist, Vol. 14, No. 1, 1976, p. 9) also found significant relationships between reference checks and job tenure and work performance.

In research with police officer samples, current status as an officer was related to prior job tenures and job dismissals (Levy, 1967), while prior occupational instability was related to criteria composed of supervisory ratings, job tenure, awards received, citizen complaints, arrests made, absenteeism and disciplinary actions (Baehr et. al., 1972). Although

Cohen and Chaiken (1972) did not find a statistically significant relationship between job performance and occupational mobility, they did find that disciplinary problems on prior jobs predicted the extensiveness of the officer's disciplinary problems while on the force. They also found that background investigator ratings, based primarily on interviews with employers and neighbors, were significantly related to later promotion as a police officer. Cohen and Chaiken concluded by noting that the background investigator could predict later police performance fairly accurately by using personal and employment references.

In addition, Landy (1976) found that interviewer ratings of police applicant employment histories (i.e., predictions about occupational stability, job hopping and disciplinary problems) are part of a more general factor that significantly predicted subsequent measures of performance as a police officer.

Other investigations of police officers have identified a number of important job behaviors (e.g., dependability) that could be evaluated by references (see Battett et. al., 1975; Baehr et. al., 1969; LWFV, 1975; New York State Police Department, 1976; Selection Consulting Center, 1973; Heckman et. al., 1972; and Atlanta Regional Commission, 1974).

Logical Considerations

The research conducted in other police departments by other investigators generally supports the strong findings of the

study completed for the Houston Police Department; that is, indications of prior job instability and poor adjustment have been related to various types of police officer criteria, including job tenure, complaints and disciplinary actions, absenteeism, supervisory ratings and the underlying job constructs of emotional stability, socialization and responsibility.

Officers who quit the Houston Police Department with short tenure or who are fired or suspended cost over \$20,000 to replace. Prior work habits used to predict future success and tenure can help keep such instances of poor selection to a minimum.

Applicants with poor work records and/or poor employment references also are likely to have one or more of the following characteristics: fails to follow instructions; is antagonistic toward workers; expresses prejudices toward coworkers; and is unmotivated. Individuals entrusted with the important responsibilities of law enforcement should be above average job performers with proven track records.

Recommendations and Conclusions: Employment Stability and References

The Houston Police Department should require applicants to have good employment records and satisfactory references. When considering stability and reference data, the applicant's overa

record should be evaluated. One short-term job or one poor reference should not automatically disqualify an applicant. Consideration must be given to applicant's age at the time, frequency of poor references, pervasiveness of negative data, reasons for poor references, and other possible extenuating circumstances.

Employment stability topics that should be considered include tenure on prior jobs, absenteeism, reasons left previous employers, unemployment history, etc. Reference data should relate to both employment and personal information. Employment related topics should include all aspects of work habits, that is, ability to follow orders, initiative and willingness to accept responsibility, peer relationships, independence, leadership skills, and so on. Other topics which have been validated by the research also should be investigated with employers and coworkers. Such topics include temper control, emotional stability, drug and alcohol use, overt prejudices, theft and honesty.

EXCESSIVE USE OF ALCOHOL

Current HPD Requirements and Considerations

"Applicant must not have been convicted of ... driving while intoxicated ... "

"Applicant must be temperamentally and emotionally stable."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

Applicant must not be an alcoholic and must drink in moderation.

Evidence of Differential Impact

There was evidence of disproportionate impact against male applicants.

There was no adverse impact.

Job Relatedness

Excessive use of alcoholic beverages tends to indicate irresponsibility, emotional instability and other personality traits that are related to ineffective functioning as a law enforcement officer.

Police officers must not consume alcoholic beverages prior to or while on duty, because alcohol tends to reduce alertness. Alcohol may impair or lessen the officer's sensory awareness, response times for such essential activities as routine and high speed driving, ability to make critical decisions,

effectiveness when interacting with the public, and so on.

Examples of relevant job analysis findings are presented in Appendix C9.

Legal Considerations: State Statutes

"Every peace officer appointed by a department shall: ... 4) not have been convicted by any state or by the federal government of Driving While Intoxicated ... within the last ten (10) years ... (TCLEOSE)."

TCLEOSE recommends that chronic alcoholism or alcohol addiction be considered a type of personality disorder.

Driving While Intoxicated is an illegal offense in Texas, even if performed by a police officer on duty.

Legal Considerations: Court Precedents

A cursory review of pertinent court decisions revealed some support for this requirement, but no significant findings regarding the legality of this item as a selection device in screening police applicants.

Research Findings: HPD Study

Excessive use of alcoholic beverages and related behaviors were found to have statistically significant relationships with essential police officer criteria, especially those related to emotional stability. In particular, the following alcoholic behavioral items were statistically related to the job performance criteria of emotional adjustment, responsibility and socialized behavior patterns:

- average number of drinks the applicant has per week;
- number of times the applicant was drunk during the past 12 months;
- number of times the applicant drove while intoxicated during the past 12 months;
- number of times the applicant was "high" during the past 12 months;
- number of times the applicant drove while "high" during the past 12 months.

The major finding of this research is not whether the applicant ever drinks alcoholic beverages, but whether or not the applicant does so in moderation.

These research findings are logical and very consistent with findings for such related topics as emotional adjustment, drug use, reference evaluations, employment instability and financial immaturity.

Other Research Findings

Individuals known to excessively use alcoholic beverages tend to be diagnosed as passive-aggressive personalities, with schizoid reactions, high dependence, vulnerability, inability to assume responsibility and tendencies to withdraw (Tyndel, 1969).

According to Brecher (1972), there are between 5 and 10 million "problem drinkers" in America. When these persons consume too

much alcohol, they show the effects through hangovers, appearance, lower job performance, child abuse, accidents and suicide, as well as through criminal behaviors and psychological disorders.

Other investigators also have associated heavy drinking or alcoholism with defects in cognitive functioning (Donorion, Queissar, & O'Leary, 1976; Levine, Kramer, & Levine, 1975; Brecher, 1972) and with such undesirable behavior patterns as criminality (Cloninger & Guze, 1970; Guze et. al., 1969), sociopathology (Cloninger & Guze, 1970; Warburton, 1965) and other psychological disorders (Pokorny, 1974; Tyndel, 1967).

Logical Considerations

Once an individual is an alcoholic, he or she always remains a potential alcoholic. Alcoholism can never be cured, but at best can be controlled. Excessive use of alcohol may be symptomatic of immaturity, irresponsibility or severe personality disturbances.

The Department cannot risk hiring persons who are proven or possible alcoholics because of the potential consequences to the public of poor decisions, reckless driving behaviors, and other unacceptable behaviors. The public expects law enforcement officers to uphold society's standards and morals, whether in uniform or off duty. A positive public image toward Houston Police Officers is essential to the Department's effectiveness as a deterrent to crime. In spite of its careful screening procedures, during the course of this study the

Houston Police Department had to suspend at least one officer for drinking alcoholic beverages while on duty. Due to job pressures and stress it is not unexpected that some officers would turn to alcohol or other methods of escape. Individuals with such tendencies, however, must be kept to a minimum by proper screening.

Recommendations and Conclusions: Excessive Use of Alcohol

Applicant alcohol consumption behaviors must reflect maturity and responsibility. Any history of alcoholism or D.W.I. convictions, therefore, should be considered indications of immature and irresponsible behaviors of a disqualifying nature. Other drinking habits and behaviors should be evaluated by extensiveness of the activities, age at occurrence(s), probability of reoccurrence(s), and so on. Additional support for these conclusions are found in other topics with emotional stability components.

FINANCIAL HISTORY

Current HPD Requirements and Considerations

"Applicant must not be delinquent in any just financial obligations."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

Evidence of Differential Impact

There was evidence of adverse impact against Black applicants.

Job Relatedness

Over-indebtedness has at least five important inferred relationships to essential police officer performance behaviors. First, overly indebted persons are usually under stress and tension until such indebtedness can be brought back under control.

During this period, their frustration and tolerance levels may be low and they may readily react to minor disturbances in an impatient or intolerant manner. Such outside stress, in addition to the normal tension of police work, could negatively affect the officer's objectivity, relationships with coworkers and effectiveness in dealing with the public.

Second, police officers under great stress to eliminate their indebtedness may be more susceptible to "short cuts" to relieve their delinquent obligations. Consequently, the risk of theft and acceptance of bribes might be greater for financially

delinquent applicants. If so inclined, police officers will have many opportunities to commit theft or burglary:

- police officers frequently transport stolen goods and private property;
- they are exposed to valuable goods when surveying the scene of a crime, theft or accident; and
- they have extensive privileged information to use or sell to others, i.e., knowledge of business operations and security arrangements, knowledge of citizen vacations and home vulnerability, and so on.

On the other hand, if the police officer is not concerned about his/her indebtedness or does not feel any pressure to relieve the situation, the officer may be characterized by other asocial behavioral tendencies and also may not accept the important responsibilities associated with law enforcement.

Fourth, indebtedness due to financial immaturity is indicative of such underlying undesirable personality characteristics as general irresponsibility, immaturity, impulsivity, and poor self control.

And lastly, police officers are expected to act as models in their personal conduct. Officers who become delinquent or over-indebted could create a negative image for all Houston police officers. Business establishments feel it is the Department's responsibility to assure that police officers are financially mature and many creditors will complain to the Department when

officers are behind in their obligations. Current Department rules provide for disciplinary action in the event officers do not meet their just financial obligations. See Appendix C10 for examples of relevant job analysis findings.

Legal Considerations: State Statutes

This requirement was not specifically cited by TCLEOSE or in Articles 1269m or 4413(29aa) V.T.C.S.

Legal Considerations: Court Precedents

The use of credit records as selection devices, on the surface, seems to have encountered major difficulties when evaluated by the courts. An employment policy of screening job applicants or discharging employees based on their indebtedness or credit references has been found to create an adverse impact upon minorities. Unless an employer can demonstrate that such a policy is warranted by "business necessity", job relatedness or validation research, any such policy will be declared unlawful (Johnson v. Pike Corp. of Am., 4 EPD 7517; Wallace v. Debron Corp., 7 EPD 9246).

A recent case, however, may be the beginning of a new trend in the area of credit rating as an employment standard. In Robinson v. City of Dallas, 514 F.2d 1271 (5th Cir. 1975), a Black city employee, alleged violation of Title VII by his discipline and discharge for "failure to pay just debts" under a city personnel rule. The Plaintiff's argument was that people who do not pay

their just debts tend to be poor people; Blacks comprise a disproportionate large proportion of the poor in Dallas; and, therefore, the rule disciplining and discharging employees who do not pay their debts has an adverse impact on Blacks. The Fifth Circuit expressed doubt with the argument that poverty and failure to pay just debts were correlated, and rejected the conclusions based upon insufficient proof of a connection between race and credit.

Research Findings: HPD Study

Applicants' overall financial condition and credit management behaviors were found to have statistically significant relationships with each of the essential job performance constructs. In addition, the following specific items had significantly valid relationships with two or more of the performance criteria:

- attainment of having established credit;
- number of "bad" checks ever written;
- applicants' personal evaluations of their current financial condition;
- Credit Bureau rating;
- number of accounts behind one month or more
- number of months behind on worst account;
- number of repossessions incurred;
- number of times refused credit; and
- age applicant became financially self supporting.

similar findings were obtained for other topics related to maturity and sense of responsibility (see emotional adjustment, criminal behaviors, alcoholism, references, etc.).

Other Research Findings

Several concurrent validation projects with police officers found no relationship between job performance and financial status (Levy, 1967; Cohen & Chaiken, 1972). Again, it must be noted, however, that the use of current police officers causes a great restriction in range on the variable being investigated. That is, applicants with really bad credit histories probably were never selected to become police officers in the first place, so these research conclusions do not apply to applicants for the position of police officer.

Logical Considerations

The requirement of "no delinquency on any just financial obligation" is used only as a temporary disqualifier, and applicants are allowed to reapply once their financial delinquencies are resolved. Therefore, the adverse impact effects on Blacks are only temporary and can be reconciled by payment of just debts.

The validation research completed for the Houston Police Department strongly supports the contention that financial habits are related to basic personality traits of maturity, sense of responsibility and acceptance of society rules and

regulations. Exclusion of such a predictive group of items would unwisely hamper the selection process.

HPD officers in the past have been disciplined for theft, acceptance of bribes and for not paying their just obligations. If financially irresponsible or deeply indebted applicants are allowed to become police officers, the incidence of such behavior might increase.

Whenever police officers are delinquent, their creditors may contact the Department to demand satisfaction. Because of its responsibility to uphold the law, HPD regards such delinquent behaviors as conduct unbecoming an officer and will take disciplinary action. Such improper behavior on the part of one police officer tends to discredit the entire Department.

Lower socioeconomic individuals tend to have poorer credit histories because of their economic and environmental circumstances. Financial difficulties, therefore, do not always reflect undesirable behavioral patterns.

Recommendations and Conclusions: Financial History

In spite of its potential adverse impact, the validation research indicates that the Houston Police Department should continue to evaluate the applicant's current financial condition, i.e., current indebtedness, number of accounts behind and duration of delinquencies. Current financial delinquencies should not be used to automatically disqualify applicants, but should be used

either as: 1) a temporary disqualification until the delinquencies are resolved, or 2) as an indication of general financial maturity and responsibility.

When evaluating the applicant's general financial condition and history, items such as Credit Bureau ratings, number of bounced checks, incidence of repossessions, etc., should be considered, but should be moderated by the applicant's socio-economic status, age at time of occurrence, frequency, recency and other extenuating circumstances. For example, applicants with delinquencies caused by sudden illness, an automobile accident or job layoff may have very different personality characteristics than applicants who are habitually behind on payments or who write many "bad" checks.

ILLEGAL DRUG BEHAVIORS

Current HPD Requirements and Considerations

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

"Applicant must be temperamentally and emotionally stable."

Applicant's trafficking in or personal use of marijuana, hallucinogens, other "hard" narcotics and unprescribed medications are considered by frequency, recency and circumstances.

Evidence of Differential Impact

There was evidence of disproportionate impact against male and White applicants.

There was no adverse impact.

Job Relatedness

Most types of drug offenses aside from possession of small amounts of marijuana are felony behaviors in Texas. Importation, sale of controlled substances or personal use of "hard" drugs are illegal, with penalties similar to those for other types of felony criminal activities.

Any police officer who illegally uses controlled substances or "drugs" may not enforce the community's drug laws. Such an officer might not arrest drug users or drug "pushers". Further, the police officer might be susceptible to blackmail or bribery

by "pushers" to maintain secrecy.

Police officers frequently have to transport confiscated drugs, so it would be tempting for a drug user to take some before turning in the evidence to the Department.

Any police officer may be required to testify in cases involving illegal drugs. Officers who currently use or who have been heavy users of drugs might lose their credibility as witnesses under the questioning of a skilled defense attorney.

Using drugs while on duty could impair police officers' senses and have harmful effects on pursuit driving behaviors, decision making abilities and functioning in emergency conditions. See Appendix C11 for examples of relevant job analysis findings for drug behaviors.

Legal Considerations: State Statutes

"Every peace officer appointed by a department shall: ... 4, not have been convicted by any state or by the federal government of ... Driving Under the Influence of Drugs within the last ten (10) years ... (TCLEOSE)"

TCLEOSE recommends that drug addiction be considered an indication of a personality disorder.

Trafficking in or personal use of illegal drugs are crimes in Texas, varying from misdemeanor to felony offenses.

Legal Considerations: Court Precedents

Although some court rulings support the judicious consideration of drug usage offenses, no rulings were found which directly involve law enforcement organizations.

Research Findings: HPD Study

Statistically significant relationships were obtained between the following drug use items and job criteria:

- frequency of ever using marijuana;
- frequency of marijuana usage during last 12 months;
- frequency of ever using "hard" drugs;
- frequency of using "hard" drugs during the past year; and
- use of non-prescribed medicines during the last year.

Additional support for these findings is provided by the research presented for topics relating to use of alcoholic beverages and emotional adjustment.

Other Research Findings

A considerable number of researchers are investigating the effects of drugs on personality characteristics and behaviors. Typical conclusions from these efforts are that drug dependence is related to criminality (Guze et. al., 1969; Cloninger & Guze, 1973), sociopathy (Guze et. al., 1969) and various types of emotional problems, particularly emotional instability and poor adjustment (Steffenhagen et. al., 1971; Spevak & Pihl, 1976). These conclusions usually refer to drug addiction, heavy drug use and use of "hard" drugs, not to single episodes of experimentation or occasional marijuana usage.

In recent studies marijuana usage was not found to be related to use of heroin or other "hard" drugs (Brecher, 1972; Zentner,

1975). Furthermore, marijuana was not found to be physically addictive, it has no physiological effects nor an associated overdose problem; and there is no evidence of a relationship with lung disease. However, there is some evidence for psychological upset in extreme users (Brecher, 1972).

As reported in The Houston Chronicle (March 20, 1977, Section 1, p. 22), two new research projects of "heavy, daily, long time users of marijuana have failed to reveal any evidence of brain damage". Both studies were better controlled than prior research and both failed to corroborate "a relationship between impairment of central nervous system functioning and heavy, prolonged marijuana use". In conclusion, therefore, the effects of marijuana appear less than originally assumed, but have not been completely determined; additional research still is needed.

Since a large percentage of applicants have experimented with drugs, and since certain types of drugs (i.e., marijuana) have become more acceptable to the public and courts, "minor" drug use should not be an automatic disqualifier.

Logical Considerations

The Department cannot risk hiring persons who are "drug" users because of the potential risks to the public if a police officer uses the drugs while on duty, and the potential harm to the Department's image if such behavior became public knowledge.

Use of illegal drugs, especially the "hard" drugs, may be symptomatic of, or lead to, severe personality disturbances. Individuals who use hallucinogens might at any time have a "flashback" which could incapacitate them.

Recommendations and Conclusions: Illegal Drug Behaviors

Because the use of controlled substances has implications for emotional stability, asocial behavior patterns and other essential personality characteristics, the Department should assess applicants' drug usage and associated drug behaviors. While automatic disqualification is not appropriate for certain behaviors, it is recommended for applicants who were ever "addicted" to drugs, who ever imported or sold illegal drugs for profit (i.e., "pushers"), and who had recently used any type of hallucinogens (i.e., within the past year or within the period expected for flashbacks). Other drug usage behaviors should be considered by type of drug(s), frequency of use, recency of use, probabilities of reoccurrence, and so on. Due to the drug experimentation tendencies of today's youth, it is not in the Department's best interest to be overselective; rather, "minor" drug behaviors need to be evaluated along with other indications of basic personality makeup.

PERSONAL (NON-EMPLOYMENT) REFERENCES

Current HPD Requirements and Considerations

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

"Applicant must be temperamentally and emotionally stable."

Applicant's behavior patterns, personality traits and image in the community are obtained via comments of neighbors, family members, friends, etc.

Evidence of Differential Impact

There was evidence of disproportionate impact against White applicants.

There was no adverse impact.

Job Relatedness

Various types of information obtained from personal references are directly related to the job performance of law enforcement personnel. Some obvious examples include data about the applicant's honesty, ability to relate to others, temper and self control, overt prejudices, criminal behaviors, drug and alcohol use, driving habits, and so on. See the other sections in this chapter for specific examples of relevant data that might be obtained from references and the Tables in Appendix C.

Legal Considerations: State Statutes

"Every peace officer appointed by a department shall: 5) be of good moral character as determined by a thorough background investigation (TCLEOSE)."

TCLEOSE also recommends that applicants be rejected for the following causes: "Character and behavior disorders where it is evidenced by history and objective examination that the degree of immaturity, instability, personality inadequacy, and dependency will seriously interfere with the performance of police duties as demonstrated by repeated inability to maintain reasonable adjustment in school, with employers, and fellow-workers, and other social groups."

Legal Considerations: Court Precedents

A cursory review of pertinent court decisions revealed no significant findings regarding the legality of this item for screening police officer applicants, except for the previously reviewed job relatedness issues and the need for specific criteria to evaluate information obtained during the background investigation and reference checking (Arnold v. Ballard, 9 EPD 9921).

Research Findings: HPD Study

As intended by the study methodology, research on applicant background characteristics focused on information content rather than on how the information was obtained. Consequently, research efforts were directed at validating specific types of applicant background data, not whether the information was obtained from applicant records, the applicants themselves, or from their friends, neighbors, employers, coworkers, or teachers.

Since the essential question is to identify the types of information the Department should be seeking from references, HPD validation results reported in other sections of this chapter are also appropriate for this topic. In particular, personal references are able to provide a great variety of information which might relate to the applicant's honesty, drug usage, criminal behaviors, driving habits, emotional stability, marital stability, interpersonal effectiveness, and so on.

In addition to the findings from other topic areas, the research conducted for the Houston Police Department did study one aspect of personal references - probable ratings by others about the applicant's prejudices. As reported for the topic of emotional adjustment, ratings for racial prejudices, religious prejudices and other prejudices (youth, hippies, etc.) were significantly related to each of the three job criteria of socialization, responsibility and emotional adjustment.

Other Research Findings

Since personal references overlap many topics covered in this chapter, the reader should refer to these other sections for other research findings which pertain to the specific information that can be obtained from references. In particular, the sections for emotional adjustment and employment history/ references should be reviewed.

Logical Considerations

The importance of public attitudes toward law enforcement officers is evidenced by the results cited in Project Star. Obviously, therefore, public input into the selection process is not only desirable, but necessary.

As with employment references, the applicant's friends, neighbors and relatives are in the best position to know the applicant well and can provide valuable information not obtainable from any other source.

However, one "bad" reference from an antagonistic neighbor should normally not be justification to disqualify an applicant.

When considering data obtained from personal references, care must be taken to appropriately "weight" the information and to seek confirmation of any negative findings.

Recommendations and Conclusions: Personal References

The Houston Police Department should require applicants to have satisfactory references from neighbors, counselors, teachers, relatives and friends. Information covered with these personal references should emphasize those topics and items validated in this research (see sections on emotional stability, employment, alcohol and drug usage, honesty, marital stability, and so on). When evaluating this information, it is important to consider the source of negative data, its extensiveness,

frequency, recency, and any extenuating circumstances.

For conducting personal and employment reference checks, a standardized form (or forms) should be developed, similar in composition to the Preliminary Interview Checklist form developed for this project. The purpose of this form should be to standardize interview questions, to assure comprehensiveness in data collection, and to focus the interviewer on essential topics and follow-up questions.

APPEARANCE AND BEARING DURING THE INTERVIEW

Current HPD Requirements and Considerations

"Applicant must be temperamentally and emotionally stable."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

Applicant's appearance and ability to express his/her views are considered.

Evidence of Differential Impact

There was no evidence of differential impact.

There was no adverse impact.

Job Relatedness

Officers have extensive contact with all types of people and must be able to communicate effectively, to present a good impression and to instill confidence in themselves and in the Department. Specific activities which are related to appearance and bearing include:

- communications and interactions with people in business, citizen groups and the public;
- testifying in court in a clear, objective manner;
- gaining the confidence of witnesses and informants;
- explaining legalities to persons involved in disputes, accidents and family problems;
- interrogating witnesses and actors; and
- acting as a deterrent to crime and riots by the officer's "command presence."

Other examples of job analysis findings are presented in Appendix C12.

Legal Considerations: State Statutes

TCLEOSE recommends the rejection of applicants for "stammering or stuttering of such a degree that the individual is normally unable to express himself clearly or to converse in a normal manner."

Legal Considerations: Court Precedents

At least two court rulings exist which support the use of the selection interview. In Bailey v. DeBard (10 EPD 10,389), the courts accepted the police agency's use of a six-person interview board which evaluates applicants on a six-part interview form (physical appearance and grooming; voice and speech; ability to express ideas; emotional reaction and poise; friendliness; general attitude and interest). In U. S. v. Bricklayers, Local No. 1 (8 EPD 9445), such evaluations as motivation, interest, willingness to accept directions and attitude toward related instructions (which were measured during a selection interview) were accepted by the courts. The key defense in both cases seemed to be the systematic recording and scoring of the interview for all applicants.

Research Findings: HPD Study

Appropriate data for investigating this topic was not obtained during the HPD research project.

Other Research Findings

Landy (1976) reports that the Dade County Public Safety Department, Florida, identified appearance as an essential job component. Using interviewer assessments of police officer applicants, Landy correlated the interview evaluations of appearance against supervisory ratings of job performance. Although results were only presented by factor scores, the factor primarily composed of the applicant appearance evaluation was determined to be significantly related to ratings of officer "demeanor". Thus, interviewer ratings of applicant appearance were found to have predictive validity.

Other investigators of law enforcement positions also have identified appearance and demeanor as essential job components. As part of job analysis research and criteria development, Barrett et. al. (1975) obtained a dimension called "Professional Appearance and Conduct"; Landy et. al. (1973) obtained "Demeanor"; the Atlanta Regional Commission (1974) found "Personal Appearance"; Baehr et. al. (1969) found "Professional Appearance"; and the Selection Consulting Center (1973) found "Appearance".

Logical Considerations

Because appearance and impression are so essential, the Department requires each officer to maintain his/her appearance, clothing and personal grooming and holds inspections on a

daily basis.

When testifying in court, the jury's impression of the officer's testimony is related both to the facts and to his or her poise and demeanor in presenting those facts.

The public's attitudes toward law enforcement and toward the Houston Police Department are the direct result of dealings with individual police officers. Police officers who do not create a favorable impression by their appearance, ability to express themselves and general demeanor will place themselves, the Department and ultimately the citizens of Houston at a disadvantage.

Recommendations and Conclusions: Appearance and Demeanor

Applicants' ability to express themselves during a screening interview should be considered along with their demeanor, appearance and ability to instill confidence.

The interview evaluation process itself should be standardized, using a series of structured questions or probes and evaluated according to explicit criteria.

AGE REQUIREMENTS

Current HPD Requirements and Considerations

"Applicant must have reached his/her nineteenth birthday prior to making application at the Civil Service Department, and must not have reached his/her 36th birthday before receiving the Oath of Office."

Evidence of Differential Impact

There was no evidence of differential impact by race or sex.

There was no adverse impact.

Job Relatedness

Age limitations for HPD applicants are primarily based on an assumed relationship to job performance and on business necessity.

The 19 year old age requirement is related to the important job constructs of maturity, emotional control, sense of responsibility and stability. Furthermore, police officers must have a commanding presence to influence citizens and businessmen, and when confronting actors and rebellious groups.

The requirement of being less than 36 years old was developed primarily because of the physical activities required of police officers. In order to perform the required running, jumping, climbing, self-defense, and other essential physical tasks, police officers must be in good health and physical condition. Both health and conditioning tend to deteriorate

with age.

Furthermore, because of high training costs, business necessity requires that the officer be able to function in the patrol position for 10 or more years. Typical patrol activities would be quite demanding for most 45 to 50 year olds.

See Appendix C13 for examples of job analysis findings and see Section II of this Volume for discussion of critical physical activities.

Legal Considerations: State Statutes

"Every peace officer appointed by a department shall: ... (2) Be at least nineteen (19) years of age (TCLEOSE)."

"No person shall be certified as eligible for a beginning position with a Police Department who has reached his thirty-sixth birthday unless the applicant has at least five (5) years prior experience as a peace officer. No person shall be certified as eligible for a beginning position with a Police Department who has reached his forty-fifth birthday (Article 1269m)."

Legal Considerations: Court Precedents

A brief review of court rulings in relation to minimum and maximum age selection requirements revealed consistent findings. Minimum age requirements have not been found to have adverse impact and, therefore, typically are considered legal and non-discriminatory (Carter v. Gallagher, 3 EPD 8335; Arnold v. Ballard, 9 EPD 9921). However, a state law requiring police officers to be at least 21 years old was found to be superseded

by that same state's general majority statute which established 18 years of age as the minimum for public employment (New Jersey State Policemen's Benevolent Association, Inc. v. Town of Morristown, 8 EPD 9624).

In cases of maximum age requirements, rulings on both sides of the adverse impact issue exist (Arnold v. Ballard, 9 EPD 9921; Armstrong v. Howell, 8 EPD 9570). The accepted defense for upper age limitations is that maximum age is a bona fide occupational qualification (BFOQ). In Hodgson v. Greyhound Lines, Inc. (7 EPD 9286), Greyhound's policy of not hiring bus drivers over 35 years of age was sustained because of public welfare considerations and statistics comparing age and years of experience with accident rates. Furthermore, in police agencies such BFOQ arguments have been accepted for a maximum entry age and a mandatory retirement age when based on the fitness and agility requirements of the officer's job (Ridaught v. Division of Florida Highway Patrol, 11 EPD 10,953; Commonwealth of Massachusetts Board of Retirement v. Robert D. Murgia, 12 EPD 10,988).

Research Findings: HPD Study

The HPD validation research clearly demonstrated that age is related to the applicant's emotional maturity and sense of responsibility. These findings argue for a minimum age level above the current 19 year old standard. The upper age requirement could not be tested adequately in this study because of

restriction in range limitations.

Other Research Findings

Several studies reported by other investigators confirmed the HPD findings and demonstrated that officers young at time of hire are less able job performers. Levy (1967) found significant differences between age at appointment and current employment status. She concluded that: "Officers who are terminated for cause by their departments tend to be younger at the time of appointment (p. 274)."

Similarly, Cohen and Chaiken (1972) found officers younger at time of appointment had higher absenteeism and were more likely to incur civilian complaints for the use of unnecessary force, in spite of the fact that all subjects were at least 21 years of age at time of entry into the department. On the positive side, officers younger at entry tended to advance beyond patrol more frequently than those hired when older.

LWFW (1975) likewise obtained indications of curvilinear relationships between age and job performance criteria. State patrol officers 25 years old and younger were found to have lower ratings for overall job performance, general driving ability and pursuit driving skills. The study also revealed that older officers had significantly lower ratings for physical agility (those aged 44 or older), for physical stamina (over 40 years old), and for both general driving and pursuit driving skills (age 50 or older). The researchers concluded that

performance in certain essential job dimensions decline as the officer approaches the 40 to 50 year age range.

Logical Considerations

Due to the nature of law enforcement activities, it is obvious that some minimum age level must be established for police officer applicants. Although an imperfect index of adulthood, age appears to be a useful measurement for emotional stability, ability to handle the difficult responsibilities of police work and other essential job constructs. Based on the U. S. public educational system, as well as societal norms and attitudes, a logical age cutoff would be in the 18 through 22 year old range. Based on HPD and other research findings, the standard could be higher than the current age requirement of 19 years of age.

The upper age requirement is also logical because of the physical attributes necessary for effective functioning as a police officer. Such attributes include reaction times (necessary for pursuit driving), general physical agility and stamina. Health is also related to age, with incidence of heart disease and other medical problems increasing with age. In a similar manner, visual acuity decreases with age. See Section II of this Volume for additional details.

Business necessity considerations clearly require a maximum age limitation. Recruitment, selection and training costs are well over \$20,000 per police officer. Since officers should be

expected to perform all physical demands placed on them for a period of 10 to 15 years from time of hire, an upper age limit of 36 seems appropriate. Although physical condition varies with individuals, it is logical to assume that most 45 to 50 year olds would have some difficulty handling all the physical activities encountered by police officers in the entry level position. An upper age limit somewhere between the early and late 30's would likely yield a reasonable payoff on the \$20,000 investment in hiring.

Recommendations and Conclusions: Age Requirements

It is recommended that the Houston Police Department continue to require all applicants to be at least 19 years old prior to making application with the Department. Research data also suggests that this standard could be raised, if deemed desirable by the Department. Raising this standard, however, could substantially impact the flow of qualified job applicants.

Due to the nature of the applicant pool and typical research constraints, the upper age requirement is not readily amenable to validation research and may not be possible to justify with empirical data. Therefore, business necessity may dictate a rational solution and, consequently, the upper age limit of 36 appears to be both logical and necessary.

COMMISSION OF IMMORAL BEHAVIORS

Current HPD Requirements and Considerations

"Applicant must not have been convicted of a felony offense ... or of any crime involving moral turpitude."

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

"Applicant must be temperamentally and emotionally stable."

Applicant admissions of adultery, common law relationships, homosexual experiences, sexual abnormalities, and other immoral behaviors are considered as to frequency, recency, circumstances, etc.

Evidence of Differential Impact

There was evidence of adverse impact for female applicants.

There was evidence of disproportionate impact for White applicants.

Job Relatedness

Job relatedness for the broad topic of immoral behaviors comes from three primary areas: public image and expectations, opportunity for performing immoral acts and credibility as a witness.

As previously indicated in the discussion of other selection criteria and as specified by Project STAR, the public expects Houston Police Officers to conduct themselves in a highly objective, ethical and professional manner and to enforce all

laws impartially. Applicants with homosexual or other immoral tendencies may be hesitant to enforce laws relating to homosexual practices or other immoral or abnormal sexual behaviors in which they are presently involved. Furthermore, such behaviors increase the individual's susceptibility to blackmail or bribery.

Police officers are constantly exposed to immoral and abnormal activities, making it especially important that they be objective and detached with respect to such issues. Examples include:

- apprehending actors, suspects, prostitutes, homosexuals;
- transporting actors, suspects, prostitutes, homosexuals, etc.;
- being alone with victims, juveniles and defenseless persons;
- being propositioned by "groupies" and others who are attracted to officers and uniforms.

And lastly, the credibility of an officer's court testimony could be undermined if the officer's conduct were questionable. See Appendix C14 for additional examples of job analysis findings.

Legal Considerations: State Statutes

"Every police officer appointed by a department shall: ... 5) be of good moral character, as determined by a thorough background investigation (TCLEOSE)."

TCLEOSE recommends rejection for the following causes:
"Homosexuality or other forms of sexual deviant practice such as exhibitionism, transvestism, voyeurism, etc."

Legal Considerations: Court Precedents

No relevant court cases were found for the commission of immoral offenses by applicants to law enforcement agencies. When this topic is ruled on, most likely the ruling will depend on job relatedness information. In at least one case, the potential importance of all applicant background data was noted:

... A trooper's ultimate task is to appear as a witness in criminal prosecutions. Any basic deficiency in the trooper's character could be detrimental to the outcome of the litigation. Any basic deficiency of the trooper's character in the hands of a skillful defense lawyer will be used unmercifully and with telling effect because of the required degree of proof placed upon the State and because of the public's belief that its servants should leave no doubt as to their conduct and the accuracy of their investigations and testimony. The trooper becomes the accuser in a criminal trial and is subject to being tried by the defense in trials (Bailey v. DeBard, 10 EPD 10,389).

It is noted that one court decision did uphold the dismissal of a police officer fired for having an adulterous affair. The formal charges against the officer were immorality and conduct unbecoming an officer. Judge Harry A. Kramer of the Pennsylvania Commonwealth Court held that "police officers are held to a higher standard of conduct than other citizens, including other public employees."

In cases not involving law enforcement agencies, situations involving unwed parenthood have typically not been found to be job related. As in Andrews v. Drew Municipal Separate School District (9 EPD 9945), the courts seem to consider the use

of this issue as a means to deny employment a discriminatory act which adversely impacts minorities and women. Also see Reinhardt v. Board of Education, Alton Com. United School District (7 EPD 9057).

Homosexuality, on the other hand, has met with mixed conclusions. Only in situations where individuals publicly flaunted their homosexual life style (Singer v. Civil Service Commission, 11 EPD 10,630; McConnell v. Anderson, 4 EPD 7543; and Safransky v. State Personnel Board, 7 EPD 9391), where they sought national security clearance (McKeand v. Laird, 6 EPD 8896) or where homosexual involvements adversely reflected upon the organization (Williams v. Hampton, 7 EPD 9226), did the courts support dismissal or disapproval for public employment. In most other cases, such a sexual preference was not considered legitimate grounds on which to deny employment.

Research Findings: HPD Study

The overall admission of immoral acts had statistically significant relationships with the job related construct criteria of asocial behavior patterns and sense of responsibility. A number of items were impossible to investigate, however, due to infrequency of admissions (i.e., commission of prostitution, illegitimate parenthood, and commission of blackmailable sexual activities), while other self-report items relating to sexual behaviors were severely restricted (i.e., homosexual experiences) or not included in the analysis (i.e., sexual

relations with young children, sex with animals, voyeurism and other deviant practices).

Nevertheless, the following individual items were significantly related to job criteria:

- admission of dating a married person (single applicants);
- number of different married persons dated (single applicants);
- admission of committing adultery (married applicants);
- number of spouses applicant "cheated on;"
- number of persons applicant "cheated with" (non-linear analysis);
- total number of adulterous activities (non-linear analysis); and
- months ago last time applicant "cheated" (non-linear analysis).

Items such as homosexual behaviors, use of prostitutes, admission of abnormal sexual behaviors and number of abortions were not significantly related to research constructs, perhaps due to research limitations. In particular, homosexual admissions appeared to be severely restricted, with extensive falsification of responses as evidenced by discrepancies between interview responses and polygraph admissions.

Other Research Findings

Several other investigators have identified the general topics

of morality and ethical standards as essential job related behaviors for law enforcement officers. The Atlanta Regional Commission (1974) noted that officers should maintain "respectability by exhibiting acceptable moral standards"; the Selection Consulting Center (1973) found the need for "showing strong moral character and integrity in dealing with the public"; Baehr et. al. (1969) noted the importance of "a high level of personal integrity and ethical conduct"; and LFWF (1975) identified maintaining chastity as part of "Personal Responsibility".

Logical Considerations

The commission of homosexual activities is defined by the Texas Penal Code as "deviate sexual intercourse" and designated as a misdemeanor punishable by a fine of up to \$200.

Any applicant who admits being a homosexual also admits to engaging in misdemeanor offenses and suggests the possibility that such occurrences may continue. Under Texas law any homosexual, even if a police officer, could be arrested for his/her conduct.

The hiring of homosexual officers would be contrary to public expectations and could harm the Department's image in the community.

Adulterous behaviors are indicative of other undesirable characteristics such as irresponsibility and asocial behavioral patterns.

A number of HPD applicants with prior law enforcement experience admitted engaging in sexual relationships while on duty. Hiring these individuals or other promiscuous applicants would increase the probabilities of such unprofessional conduct occurring within the Houston Police Department. Verification that such incidents do occur is evidenced by the fact that several HPD officers were disciplined for their immoral sexual behaviors; see the critical incidents cited in Appendix C14.

Recommendations and Conclusions: Commission of Immoral Behaviors

The Houston Police Department should evaluate the applicant's promiscuity and adulterous behaviors. Specific criteria need to be established for interpreting such behaviors and the items should be considered with respect to frequency of occurrence, recency, probabilities of reoccurrence, notoriety of the behavior, and other contextual considerations.

Data relating to unwed parenthood and abortions normally should not be grounds for automatic disqualification. Such incidences should be considered very cautiously, referring to the legality of any abortions, frequency of illegitimate children, responsibility assumed for supporting such children, etc. Because of the potential adverse impact of these items, it is recommended that they only be used as secondary data, to provide insights to the background investigator for areas requiring further study.

Although data relating to homosexuality and abnormal sexual practices did not attain statistical significance, the findings are ambiguous due to applicant response falsification and restriction in range problems. While disqualification for sexual behaviors cannot be justified by current research, there is reason to suspect that many types of sexual abnormalities are related to basic personality deficiencies. Therefore, when applicants display tendencies toward sexually deviant behaviors, it is recommended that the Department consult with a certified clinical psychologist or psychiatrist as to the applicant's suitability for the Houston Police Department. Obviously, any sexually deviant behaviors involving harm to others (i.e., sex with minors, rape, etc.) should automatically disqualify the applicant.

FAMILY INSTABILITY: IMMEDIATE FAMILY CRIMINALITY
AND MARITAL STABILITY

Current HPD Requirements and Considerations

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

"Applicant must not have been convicted of ... any crime involving moral turpitude."

"Applicant's background must reflect family ... stability." For the topic of family stability, HPD considers the felony conviction record of the applicant's close family members; seriousness of the applicant's marital problems and disputes; and frequency and recency of adulterous behaviors.

Applicants must not be separated from spouse at time of application to the Department.

"Applicant must be temperamentally and emotionally stable."

Evidence of Differential Impact

There was evidence of adverse impact against female applicants for family instability.

There was evidence of adverse impact against Black and female applicants for separation from spouse.

Job Relatedness

Personal stress or tension can have an adverse effect on an officer's functioning, particularly with respect to demanding and potentially explosive situations such as domestic disturbances, arrests, riots, etc. Important contributors to officer stress include current marital problems and other

immediate family problems. In addition, a history of family or marital instability might be symptomatic of a more general emotional instability, irresponsibility, or pathology.

Applicants with close personal ties to felons increase the risk that dual loyalties will result in additional family stress and/or improper performance of duties.

Applicants currently separated or living common law may experience excessive stress or other problems which, if selected as cadets, could interfere with Academy attendance and performance.

Examples of relevant job analysis findings are presented in Appendix C15.

Legal Considerations: State Statutes

This specific requirement was not specifically cited in Articles 1269m or 4413(29aa) V.T.C.S., but may be indirectly covered by the TCLEOSE requirement that "every peace officer appointed by a department shall: ... 5) be of good moral character, as determined by a thorough background investigation."

Legal Considerations: Court Precedents

Based on a cursory review of pertinent court decisions, no significant findings were revealed regarding the legality of these items as selection topics for screening police officer applicants.

Research Findings: HPD Study

In general, this topic was a difficult one to research because of self selection and restriction in range. That is, at the time of application, few applicants were separated or divorced. Nevertheless, certain items pertaining to marital stability did attain statistical significance with job construct criteria:

- amount of arguing with current or last spouse;
- number of times applicant beat his/her spouse; and
- commission of adulterous acts.

Frequency of divorces and separations, and current marital status, were not significant, perhaps due to research limitations

Stability of immediate family members was not researched except for their arrest/conviction records. Although results are not strong, they indicate that felony arrest behaviors of immediate family members do relate to applicant asocial behavior patterns.

Other Research Findings

Studies by other investigators have linked unstable immediate family backgrounds to criminal behavior patterns. Cloninger and Guze (1970) characterized female criminals as having unsettled parental environments (one or both parents absent from household), parents with antisocial behavior patterns (heavy drinking and criminal activities), and fathers diagnosed as suspected sociopaths or alcoholics. Similarly, Guze et. al. (1971)

found a high prevalence of sociopathy, alcoholism and drug dependence in immediate family members of criminals; Kahn (1971) found that family disturbances such as broken homes (divorces, desertion and death) were common among criminals; and Warburton (1965) found parental rejection, broken homes, crime, vice and poverty in families of criminals. According to Cloninger et. al. (1975), sociopathy tends to cluster in families and to relate to instances of parental separation, absence and heavy drinking.

Marital instability factors also have been associated with criminal personality traits. Cloninger et. al. (1970) found female felons to have high incidences of marital problems, including beatings, unfaithfulness, divorces, separations and unsuitability for parenthood; Warburton (1965) characterized male psychopathic criminals as having "chaotic marriages"; and Kahn (1971) found convicted murderers to have high frequencies of marriages and to be separated at time of murder.

In police related research for marital stability, the findings are mixed. Baehr et. al. (1971) found early family stability and the establishment of a stable home to be related to officer success for both White and Black patrolmen. However, neither Cohen and Chaiken (1972) nor Levy (1967) found a significant relationship between marital status and job performance, although Levy did demonstrate that officers terminated on the basis of failure tended to have more marriages

than current officers and officers who terminated for "non-failure" reasons.

Logical Considerations

Separation from spouse and common law marriages are not used by HPD to disqualify applicants, only to temporarily reject them. Once the marital situation is resolved (i.e., applicant reconciles with or divorces spouse, or applicant marries or separates from common law mate, the applicant will be re-considered for selection by the Department.

Information on family background and upbringing can provide essential insight into the applicant's moral fibre and ethics. Such data is useful to help evaluate the applicant's acceptance of authority, willingness to conform, sense of responsibility, etc.

Police officers need understanding spouses to minimize the stresses and strains occurring on the job. Without understanding, supportive and accepting family members, the pressures of law enforcement can destroy officers' marriages, or at least place them under extra stress and tension. Such added stress can affect officers' judgment, handling of family disputes, emotional control, sympathy, empathy, ability to relate with peers and citizens, and other job activities. Evidence that a career in law enforcement might cause excessive marital stress is apparent from the high divorce rates of police officers.

Therefore, applicants prone to marital problems and family-caused tensions must be protected from this stressful job and the public must be protected from frustrated and emotionally tense police officers.

Adultery can be an indication of lust, irresponsibility and immaturity. Applicants who exhibit adulterous behaviors might be tempted to abuse their responsibilities as a police officer when confronted with sexually oriented actors or suspects, bribery offers from prostitutes and the like.

According to Project STAR, the public expects officers to conduct themselves ethically and professionally at all times and to set a good moral example for the public.

Recommendations and Conclusions: Family Instability

Current marital status (married, separated, divorced, widowed or living common law) was not validated in the research project conducted for the Houston Police Department. Although the insignificant findings may be attributed to infrequent cases of instability and restriction of range phenomena, the results do not support automatic disqualification due to separation or common law marriages. Because of the possible adverse impact of these items, it is recommended that disqualification because of current marital status alone be eliminated. Such information should continue to be collected, however, and considered with other indications of instability and unreliability.

The characteristics of an applicant's current and past marriages are important for subsequent performance as a police officer and should be investigated with particular reference to amount of arguing, physical fighting, child abuse and adulterous activities. Negative data should be interpreted with consideration given to age at occurrence, frequency, recency and other important circumstances. Number of divorces and separations has some support from other researchers and should be considered along with other indications of emotional and psychological stability, sense of responsibility and so on.

Family background with respect to immediate family members' moral values and criminal behaviors are also important. Such information, however, is typically not as important as applicant behaviors and should be considered very cautiously, primarily referred to as support data. An exception to this might be in areas of serious illegal activities of immediate relatives causing a potential loyalty problem (e.g., close relative is a drug pusher). When evaluating the arrest and conviction records of immediate family members, consideration should be made of the closeness and potential for the family member to influence the applicant, severity of crime or undesirable activities, recency, frequency and other contextual characteristics.

The Department should develop specific criteria for evaluating family stability data, particularly for the areas of adulterous behaviors and marital instability.

CONTRADICTORY INFORMATION AND POLYGRAPH ADMISSIONS

Current HPD Requirements and Considerations

"The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions."

"Applicant must be temperamentally and emotionally stable."

"There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies."

Applicant admissions during polygraph are considered as well as contradictory information from one stage to another.

Evidence of Differential Impact

There was evidence of disproportionate impact against White and male applicants for polygraph examination admissions.

There was evidence of disproportionate impact against male applicants for contradictory information.

There was no adverse impact associated with the polygraph or contradictory information.

Job Relatedness

Applicants who conceal information or who distort the truth during the screening process indicate a potential for dishonesty. Such behavioral tendencies impact police officer performance in four ways: appropriate enforcement of the law, public image, relationships with Department personnel and credibility as witnesses.

Police officers often witness serious accidents, offenses and

actor behaviors before apprehension, and are expected to report their observations without subterfuge or intentional distortion. Failure to be completely objective and factual would promote the stereotype of "dishonest" police officers and seriously erode community support and assistance. In addition, current and future police officers must be honest and must not falsely "create" a case against a suspect.

With respect to court testimony, police officers must appear honest and must give clear and objective testimony, capable of withstanding exhaustive scrutiny and cross-examination. Revealed misrepresentation of facts or inconsistency in testimony by an officer could destroy an entire case against a defendant. In addition, any question of police officer credibility due to prior behaviors could be used by skillful attorneys to impeach the witness or deflate the criticality of his/her testimony.

Lastly, applicants who distort the truth would be highly suspect by the Department and other officers in cases of complaints about excessive physical restraint, verbal abuse, use of firearms, etc. Police officers must be trusted by superiors and peers to function effectively on the job.

Legal Considerations: State Statutes

This requirement was not directly cited by TCLEOSE or Articles 1269m and 4413(29aa) V.T.C.S.

Legal Considerations: Court Precedents

Where the polygraph examination has been used as a selection tool, the courts have ruled that utilization of these devices by police agencies is not illegal if the equipment is operated according to nationally recognized standards by qualified technicians, and the operator is not allowed to make a final accept or reject decision regarding the applicant (Shield Club v. City of Cleveland, 8 EPD 9614; Bailey v. DeBard, 10 EPD 10,389). Thus, standardized usage of the polygraph examination seems acceptable.

Research Findings: HPD Study

Due to research methodology, the polygraph examination and contradictory information from one selection phase to another could not be studied. However, in certain cases it was possible to compare the applicant's initial interview responses with data obtained after the polygraph examination, background investigation and/or final interview.

Table 3 summarizes some of the applicant comments made either during the polygraph examination or final selection interview. Only applicant comments or admissions are cited in the table. By the nature of these comments, it is clear that most applicant statements occurred during the polygraph interview. It should be obvious from the examples that the polygraph is an excellent tool for obtaining critical information about applicants, especially for topics pertaining to commission of serious illegal

CONTINUED

2 OF 3

TABLE 3

EXAMPLES OF APPLICANT FACTS
OBTAINED DURING BACKGROUND INVESTIGATIONS
AND FROM POLYGRAPH TEST ADMISSIONS
(N = 131)

1. Applicants with prior law enforcement experience:

Several applicants admitted engaging in sexual intercourse or homosexual activities while supposedly on duty.

Applicant admitted stealing prisoner possessions.

Applicant admitted using marijuana.

Officer admitted stealing marijuana.

Applicant has been suspended for brutality to prisoners.

Applicant admitted taking a bribe.

Applicant had been fired for beating up his wife.

Applicant admitted being under much tension and stress and requiring drugs to relieve pain from his ulcers.

2. Sexual habits of a recent nature:

Applicant admitted fondling five-year old next door neighbor.

Applicant admitted committing oral sodomy on seven-year old.

Applicant admitted being a male prostitute.

Applicant admitted having sexual relations with a married woman while her husband slept in the next room.

Various admissions of homosexuality, transvestism, and abnormal sexual behaviors.

3. Drug usage:

Many applicants admitted to extreme drug usage.

Applicant's father was an illegal drug transporter and drug pusher.

TABLE 3 continued

4. Theft of a recent nature:

Applicant admitted to committing armed robbery.

Applicant admitted to fraudulently collecting unemployment compensation checks and was apprehended.

Applicant admitted to being the driver at a number of burglaries.

Applicant admitted being involved in a black market ring during his military service.

5. Morals and emotional stability:

Applicant was a wife beater and once "whipped" her with a loaded pistol.

Applicant had a history of alcoholism and three-day binges.

Applicant admitted hiring a person to set fire to his father-in-law's car.

Applicant admitted setting a building on fire while a volunteer firefighter.

Applicant recently attempted suicide.

References said applicants need psychiatric care, should be committed to a mental institution, are extremely violent and brutal, etc.

References revealed extreme prejudice to minorities.

Applicant fought with police once when stopped for a traffic violation.

Applicant gave assumed name to police.

Applicant obtained false I.D. and passed himself off as a police officer.

Applicant admitted to being a gambler by occupation.

Applicant is far behind in debts and was filed on for non-payment.

Applicant admitted having 14 jobs in last 3 years and 5 jobs in the last 12 months.

activities (theft, arson, burglary), drug usage, alcoholic consumption, emotional control, acceptance of bribes and sexual abnormalities. It should also be noted that data cited in Table 3 are only for those applicants who "passed" the initial interview phase and were advanced to further screening stages.

In addition, the polygraph was a good method for checking disputed data between the applicant and his/her references.

Other Research Findings

In studies by other researchers, honesty typically is defined with integrity as a job related, essential trait for police officers (see Barrett et. al., 1975; Selection Consulting Center, 1973; Baehr et. al., 1969; LFWF, 1975; Heckman et. al., 1972; and the Atlanta Regional Commission, 1974).

Logical Considerations

The extensiveness of applicant falsification obtained during the HPD research project strongly indicates the need for some type of honesty measure and an in-depth investigation of all applicants as to honesty.

Data in Table 3 reveal that some applicants lie on critical issues relating to prior misconduct as a law enforcement officer, theft and other criminal activities, abnormal sexual behaviors, drug and alcohol addiction, physical violence and other job related behaviors. Obviously, therefore, the polygraph

examination makes a significant contribution to the selection of police officers.

Applicant contradictory information of lesser notoriety is also important and indicative of such undesirable characteristics as dishonesty, immaturity, irresponsibility, instability and psychopathology.

Recommendations and Conclusions: Contradictory Information and Polygraph Examination

It is recommended that applicants be disqualified for dishonesty and purposeful distortion of information given during the selection process. Conflicting data between the applicant and one reference should be confirmed before the data is accepted as valid. Furthermore, applicant motives should be considered when contradictory information is uncovered, i.e., are discrepancies due to accidental omissions, misunderstandings or to dishonesty.

It is also recommended that the polygraph examination be retained as part of the applicant screening process. However, the examination needs to be carefully structured; its purpose should be limited to certain critical topics and for checking the validity of any data discrepancies which arise. Only topics which have been validated in this research or which have other justification for inclusion in the selection process should be covered by the polygraph examiner. Invasion of applicants' privacy is warranted only when the questioning

involves relevant job behaviors and focuses on revealing essential information difficult to obtain by other means. Following current Departmental policy, only confirmed lies and serious admissions should be grounds for disqualification by the polygraph examination.

In addition to standardizing the polygraph examination process, it is recommended that polygraph examiners be monitored periodically to ensure applicant rapport and adherence to structured procedures.

SECTION IV SUMMARY AND CONCLUSIONS

The purpose of this volume is to review and evaluate each of the Houston Police Department's selection requirements for the entry-level Class A officer position and to make recommendations for the continuance, modification or elimination of each entrance standard. Final recommendations are based only on research data obtained during this study. This data includes information pertaining to the potential adverse impact of each current standard, job analysis results, validation research findings and data related to logical assumptions or business necessity. The other information reported in this summary volume (i.e., considerations due to current state statutes and past court rulings) did not influence the researchers' conclusions, since it is recognized that state statutes can be overruled and court decisions may change based on future validation research findings.

For clarity, the conclusions and recommendations have been grouped into four general categories:

1. Absolute minimum selection requirements
2. Important selection considerations
3. Requirements with inconclusive research findings
4. Other recommendations

ABSOLUTE MINIMUM REQUIREMENTS

Selection topics and variables which are included in this category refer to those absolute standards which should be imposed on all applicants equally. Applicants not satisfying the following recommended entrance standards should be rejected automatically as candidates for the Class A entry-level officer position.

1. Residency Requirement

As long as the Department continues to conduct personal background investigations, applicants should live within a 500-mile radius of Houston. This requirement could be narrowed to residency within Texas, the Houston SMSA, or Harris County. In situations where other extensive background investigation data sources are available (i.e., applicant had prior law enforcement experience), this requirement may be waived.

2. Age Requirements

Applicants should be at least 19 years old at time of application to the Department. If desired, this requirement could be raised to 20 or 21, but such an increase could significantly affect applicant flow.

Applicants should be no older than 35 years of age by the time they would complete the Academy unless they have prior law enforcement experience. With relevant police

experience, the maximum age could be increased, depending on the length of experience.

3. Education Requirement

Applicants should have at least a high school diploma, GED or equivalent. Careful consideration should be given to eliminating the GED or equivalency part of the requirement. There is some evidence from the readability analyses and validation research to suggest that the education requirement could be raised to some level of college course completion. However, the research findings were not definite in establishing an education requirement beyond the completion of high school.

All applicants must have the potential to complete the Department's Academy curriculum.

4. Criminality Requirements

Applicants should not have been convicted of any serious, violent or felony crime in either civilian or military life.

Applicants should not have engaged in any unapprehended criminal behaviors of a felony or violent nature.

5. Driver's License and Driving History Requirements

Applicants should have valid driver's licenses from their states of residence and, if not Texas residents, they should have a valid Texas license prior to the beginning of Academy classes.

Applicants should not be in danger of having their driving licenses revoked or have received more than two moving traffic violation tickets in the preceding 12-month period.

Applicants should not have been convicted of either D.W.I. or D.U.I.D. violations.

6. Drugs and Alcohol Requirements

Applicants should not now be nor should have ever been addicted to alcohol or drugs.

Applicants should not have used any type of hallucinogenic drug (LSD, cocaine, etc.) recently; "recently" being defined as the period of time in which "flashbacks" reasonably occur or within the last 12 months, whichever is greater.

Applicants never should have engaged in the trafficking or sale of illegal drugs for profit.

7. Mental Health Requirements

Applicants should not have a history of serious mental illness or emotional problems requiring hospitalization or treatment.

Applicants with questionable background data not clearly justifying disqualification should undergo a psychological assessment by a certified clinical psychologist or

psychiatrist familiar with the job requirements, demands, duties and responsibilities of the police officer position in the Houston Police Department.

8. Falsification Requirements

Applicants should be disqualified for dishonesty, serious distortions or purposeful omissions during the selection process.

9. Medical History and Physical Condition Requirements

Applicants should not have any serious medical problems which could incapacitate them or interfere with their accomplishment of job demands. Disqualifying medical conditions include history of stomach or duodenal ulcer, convulsions, diabetes, migraine headaches, recurrent jaundice, chronic malaria, true arthritis, heart trouble, chronic or recurring acute anemia, asthma, important physical deformities (loss of eye, thumb, big toe, arm, etc.), poor general health and disproportionate overweight or underweight conditions.

Applicants should undergo a complete physical examination by a licensed physician familiar with the job requirements, demands, duties and responsibilities of the police officer position in the Houston Police Department. The physician should evaluate applicants' general health and medical history and make the final determination as to importance

of minor deformities and defects (i.e., loss of minor finger digit), and the effects of tuberculosis, syphilis, hay fever, rheumatic fever, polio, skin diseases and other illnesses which could incapacitate an officer and prevent the successful completion of his/her job duties and responsibilities.

10. Vision and Hearing Requirements

Applicants should have visual acuity correctable to 20/20, with uncorrected acuity in each eye no worse than 20/100.

Applicants should not have astigmatisms or any type of active or progressive organic eye disease. Applicants should have normal color vision, depth perception and peripheral vision. Night vision also should be normal.

Applicants should be capable of normal hearing.

11. Work Sample Testing

Although validation research has justified a number of different work sample tasks, it is anticipated that some tasks will need to be discarded due to administrative problems, redundancy or other considerations. However, once the final work sample tests are selected from the tasks listed below, applicants should be required to successfully pass each of the content valid tests.

- Running, either in an obstacle course or a straight path

- Jumping over barriers and across an obstacle
- Climbing over a barrier
- Running up and down stairs
- Lifting a "person" to standing position
- Carrying and/or dragging a "person"
- Walking across a balance beam
- Pulling up and holding the position
- Changing a spare automobile tire
- Climbing up a ladder

IMPORTANT SELECTION CONSIDERATIONS

The topics and items included in this category make an important contribution to the overall selection process and should be considered when evaluating police officer applicants.

These items normally should not be established as "hard and fast" rules or absolute requirements, however. Rather, the topics and information cited in this category were found to be indicative of relevant job behaviors and essential underlying personality constructs important to the police officer job. Consequently, these topics and items should be considered together with other background data.

Nonetheless, severe or extremely negative information for these variables and topics could be grounds for rejecting an applicant. Table 4 presents a summary of these topics and items.

TABLE 4
SUMMARY OF TOPICS AND ITEMS WHICH SHOULD BE CONSIDERED
WHEN EVALUATING APPLICANTS

CRIMINAL BEHAVIORS

Juvenile arrests and convictions
Adult arrests and convictions
Misdemeanor arrests and convictions
Felony arrests and convictions
Non-apprehended criminal behaviors
Military convictions and criminal behaviors

THEFT

Number of times stolen things
Purchases of stolen goods
Recency of thefts

MILITARY HISTORY

Reenlistment and discharge codes
Number of disciplinary actions received
Adjustment for military life

EMPLOYMENT STABILITY AND EMPLOYMENT REFERENCES

Currently employed
Past employment tenures
Why left last job
Times fired
Times quit without proper notice
A variety of employer reference ratings
Peer ratings

HIGH SCHOOL HISTORY

Highest grade attained (if GED)
High School grades
Times placed on probation
High School attitude/seriousness
Probability of completing the Academy

COLLEGE HISTORY

Ever attend college
Number of law enforcement courses
Times dropped out of school
Number of courses failed
Overall grade point average
Type of degree attained
Attitude toward studies
Percent education financially self supported
Probability of completing the Academy

FINANCIAL CREDIT AND MATURITY

Ever establish credit
Age financially independent
Number of bounced checks written
Current financial condition
Credit bureau rating
Number accounts behind one month or more
Number of months behind on worst account
Number of times belongings were repossessed
Number of times credit was refused

EMOTIONAL CONTROL AND PSYCHOLOGICAL ADJUSTMENT

Ever have psychological problems
Have an active temper
Times lost temper during last year
Number of physical fights as adult
Number of times hit spouse

PERSONAL REFERENCES AND PREJUDICE

Racial prejudice
Religious prejudice
Prejudice toward other groups
Evaluations from personal friends, neighbors, relatives, etc.

DRINKING HABITS

Average number of drinks per week
Number of times drunk in last year
Number of times D.W.I. in last year
Number of times high in last year
Number of times drove while high in last year

DRUG USAGE

Use of marijuana
Use of hard drugs
Recency of drug use

MARITAL STABILITY AND ADJUSTMENT

Ever married
Times hit spouse
Amount argue with spouse
Ever cheat on spouse (adultery)

IMMORAL BEHAVIORS

Date married persons (single applicant)
Number of married persons dated
Ever cheat on spouse (adultery)
Number of spouses cheated on

DRIVING HISTORY

Number of accidents in last year
Evaluation of driving habits

RESERVATIONS ABOUT POLICE WORK

Using force to subdue actors
Injuring someone
Following all orders

RADICAL GROUP MEMBERSHIP

When evaluating the items in Table 3, it is important to consider any extenuating circumstances which could affect interpretation of the applicant's behaviors. The most common extenuating circumstances include severity of incident or behavior, age at occurrence, recency and frequency of occurrence, reasons for behavior and probabilities of recurrence.

REQUIREMENTS WITH INCONCLUSIVE RESEARCH FINDINGS

Due to restricted ranges, falsification and other research problems, certain requirements were difficult to study, although an attempt was made to investigate them. Of these requirements the following were particularly affected by research limitations and resulted in inconclusive findings: homosexual behaviors, other sexual abnormalities, marital status, unwed parenthood, abortions, military draft code, height and weight.

Sexual Behaviors. Although data relating to homosexuality and abnormal sexual practices did not attain statistical significance, the findings were ambiguous due to applicant response falsification and restriction in range problems. While disqualification for personal sexual preferences cannot be justified by the current research findings, there is reason to suspect that many types of sexual abnormalities are related to basic personality defects. Furthermore, since there was no adverse impact for items related to sexual preferences, such topics can

be used in the selection process. Therefore, when applicants display tendencies toward non-harmful sexually deviant behaviors, it is recommended that the Department consult with a certified clinical psychologist or psychiatrist as to the applicant's suitability for a position with the Houston Police Department. Obviously, any sexually deviant behaviors involving harm to others (i.e., sex with minors, rape, etc.) should automatically disqualify the applicant.

Marital Status. Current marital status (married, separated, divorced, widowed or living common law) was not validated in this research project. Although the insignificant findings may be attributed to infrequent cases of instability and restriction of range phenomena, the results do not support applicant disqualification due to separation or common law marriages. Due to the possible adverse impact of these items, it is recommended that disqualification because of current marital status be eliminated as a selection requirement. However, such information can be considered as support data for other indications of instability and unreliability. In addition, prior marital history (i.e., number of divorces and separations) has some support as being important in police officer selection from other researchers and can be considered along with data related to stability, sense of responsibility, and other essential background and personality characteristics.

Unwed Parenthood and Abortions. Data relating to unwed parenthood and abortions should not be grounds for disqualification and should be considered very cautiously, referring to the legality of any abortions, frequency of illegitimate children, etc. Because of the potential adverse impact of these items, it is recommended that they only be used as secondary data to provide insights to the background investigator for further checking.

Height and Weight. Due to restriction in range problems, the research findings for minimum height standards were inconclusive. Although there is some support for a minimum height requirement for male applicants, findings were not consistent and are of unknown validity for females. Since height standards adversely impact both female and Hispanic applicants, it is recommended that this requirement be eliminated until further research can be conducted on this topic.

Military Draft Code. Use of unfavorable draft codes as a selection requirement was not validated and should not be used by the Department. (Since elimination of the draft, this is a moot issue anyway.) Whether or not the applicant served in the military, likewise, should not be a disqualifier.

Summary. Since none of the items discussed above has been validated, they are not justifiable reasons for disqualifying applicants. Nevertheless, information on some of these topics

might result in important "leads" for further queries by the background investigator. For example, an unfavorable draft code itself should not be disqualifying, but a follow-up probe of the reason for the draft code which revealed significant mental or physical problems might justify rejection. Similarly, probes into prior marital difficulties might reveal applicant tendencies toward violence, hostility, prejudice or immoral behavior.

Citizenship and Appearance. Two current selection requirements could not be investigated due to research limitations: citizenship and appearance. Although no recommendation can be made for the citizenship requirement, appearance and bearing have been validated in independent research studies for other law enforcement positions. Therefore, it is concluded that the applicant's appearance during the selection interview should be considered when evaluating the applicant's potential for the entry-level officer position. Appearance should be defined broadly and should include demeanor, ability to express himself/herself and ability to instill confidence in the public. No adverse impact was found for this variable, so its continued use, along with applicant's other background data, is recommended.

OTHER RECOMMENDATIONS

1. Standardization. The Department should standardize to the extent possible all aspects of the applicant selection process. The purpose of this standardization should be to standardize or formalize all interview questions, to assure comprehensiveness of information obtained and to focus the interviewer on essential topics and follow-up questions. It is strongly recommended that the Preliminary Interview Checklist, developed as part of this project (see Volume VII), be installed with appropriate modifications and used with all applicants. Forms and standardized data collection techniques should be developed for background investigators, polygraph examiners and final interview board members.
2. Polygraph Examination. The polygraph examination should be retained, but its use should be well defined and structured. Topics covered during the examination should be limited to those recommended by this research and as a check on discrepancies or the validity of any suspicious data which arises during other selection phases. The examination should be administered by a qualified polygraph examiner, and the examiner should be monitored periodically to ensure applicant rapport and adherence to structured procedures. Only confirmed lies, conflicting self report data and serious admissions should be grounds for dis-

qualification on the basis of the polygraph examination data.

3. Specification of Selection Criteria. The Department should have frequent meetings with interviewers and background investigators to discuss selection problems and to update investigators as to Department policies. Although selection criteria seem clearly established and understood in most areas, particular emphasis for clarification purposes should be given to those areas having adverse impact (e.g., marital stability, adulterous behaviors, etc.). In addition, certain topics are sensitive to public opinion and values and, therefore, should be reviewed on a regular basis (e.g., drug usage, immoral behaviors, etc.).
4. Sequencing of Selection Procedures. For efficiency and economy to both the Department and job applicants it is desirable to sequence selection requirements so that the automatic disqualifiers are in the beginning of the process. The Department's current sequencing of procedures is quite reasonable and efficient. An alternative is possible, however, which might take even greater advantage of the work sample test requirements. Since the work sample tests are shorter in duration than the typical preliminary interview, it may be useful to sequence the screening process as follows:

- 1) Civil Service screening and referral;
- 2) brief interview to answer applicant questions and to check for driver's license, education, age, felony convictions and other automatic rejection requirements;
- 3) work sample testing;
- 4) personal interview (i.e., current in-depth "Preliminary Interview") to obtain data on employment stability, driving record, educational behaviors, etc.; and
- 5) the remaining background investigation, polygraph and final interview procedures.

Given the above sequence, applicants would be screened on those selection requirements which are easiest to administer and which would take the least amount of time on the part of both applicants and Department personnel.

5. Future Research. It is recommended that the Department initiate several types of additional research projects. First, because of the importance of reading and other communication skills for both successful Academy completion and job performance, it is strongly recommended that the Department install some measures of reading ability to be used in the screening of job applicants. Unless such a measurement has been validated for this purpose in prior research, it is recommended that a readability test be developed and administered experimentally to all new Academy cadets until

it can be validated against Academy and/or job performance criteria.

For similar reasons it is recommended that the Department install other tests and measures on an experimental basis with the intent of performing future validation research. These tests should be administered to new cadets and validated later against Academy or job performance criteria. Such tests should include objective measures of reasoning and common sense, interpersonal skills, and other job-related characteristics. In addition, specific measurements of physical characteristics (e.g., height and weight) and psychomotor abilities (e.g., speed of running, number of situps, reaction time, etc.) should be obtained for validation against physical ability and self defense criteria.

If potentially higher visual acuity standards are desired, the Department should conduct a fuller investigation of visual acuity, using a broad sample of current officers. The methodology for such a research study is presented in Volume VI, Appendix J.

6. Development of Criteria. Academy and job performance data should be collected to serve as criteria in future research. Academy performance criteria should include course test grades as well as criteria for self defense

skills, general physical conditioning, pursuit driving, marksmanship, etc., and perhaps some simulation exercises. Job performance evaluations for officers should be more structured and developed similar to the procedures used in constructing the Police Officer Performance Evaluation scales utilized in the validation research with entry level officers (see Volume VII).

In order to conduct future research studies of height and weight, and other physical characteristics, job performance data relating to "officer presence" and physical ability should be collected. Such data should include incidence of assault, injuries, actor resistance, use of weapons, citizen complaints pertaining to physical abuse, and so on.

7. Continuing Fitness. Due to the physical nature and importance of the police officer job, it is essential that officers in entry-level positions be capable of performing each critical task as defined by the job analyses. Therefore, a continuous review and development program for entry-level officers is needed to maintain vision, general health and physical ability standards.

Although such a program can take many forms, it should result in periodic assessment and maintenance of officers' visual acuity, medical health, physical fitness and

abilities, pursuit driving skills, marksmanship and self defense abilities. It is particularly recommended that the Department develop a "refresher" self defense training program that would be conducted on a periodic basis.

APPENDIX A
COPY OF
REQUIREMENTS FOR APPLICANTS FOR CLASSIFIED POSITIONS
IN THE HOUSTON POLICE DEPARTMENT

HOUSTON POLICE DEPARTMENT

Requirements for Applicants for Classified
Positions in the Houston Police Department

HEIGHT AND WEIGHT: Applicant (male and female) must meet the minimum height requirement of 5'6" with weight being in proportion to height.

AGE: Applicant must have reached his/her 19th birthday prior to making application at the Civil Service Department; and must not have reached his/her 36th birthday before receiving the Oath of Office.

PHYSICAL AGILITY TEST: Applicant must pass all phases of a physical agility test before a background investigation is conducted.

Applicant must have earned all high school credits required to graduate from an accredited high school; or have a Texas Certificate of High School Equivalency from the Texas Education Agency.

Applicant must be a citizen of the United States of America.

Applicant must have a valid Texas Driver's license.

Applicant's driving record must reflect a history of prudence and maturity in operating motor vehicles. Applicant must not have received more than two moving traffic law citations within a twelve month period immediately prior to making application.

Applicant must not have been convicted of a felony offense, driving while intoxicated or of any crime involving moral turpitude.

If a veteran, applicant must not have been convicted in any court martial higher than a Summary.

If a veteran, applicant must have an Honorable Discharge, free from any conditions.

If Honorable Discharge was received for medical reasons, or before tour of duty was fulfilled; or if applicant is receiving disability compensation; or if applicant was rejected from military service for medical reasons, applicant must furnish Civil Service with specific reasons for discharge or disability.

Applicant must not have had any serious illnesses or injuries. The following may be disqualifying, but must be considered:

- | | |
|-----------------------|--------------------|
| a. Stomach ulcers | i. Hayfever |
| b. Convulsions | j. Chronic malaria |
| c. Diabetes | k. Rheumatic fever |
| d. Tuberculosis | l. Polio |
| e. Migraine headaches | m. Arthritis |
| f. Recurrent jaundice | n. Heart trouble |
| g. Pernicious anemia | o. Asthma |
| h. Syphilis | |

13. Applicant must be free of physical defects and deformities.
14. Applicant's background must reflect family and employment stability
15. Applicant must be temperamentally and emotionally stable.
16. There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies.
17. Applicant must not be delinquent in any just financial obligations.
18. The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of such a nature as to cast a question on his future actions.
19. Vision must be correctable to 20/20 with glasses or contact lenses; vision must not be over 20/100 uncorrected in either eye.
20. The only residence requirement that exists is that you must reside within a 500-mile radius of Houston for a sufficient period of time to enable this Department to conduct a valid background investigation.

APPENDIX B

EXAMPLES OF PHYSICAL JOB ANALYSIS DATA FROM:

- B1. TASK ANALYSIS INVENTORY
- B2. CRITICAL INCIDENT QUESTIONNAIRES
- B3. NEWSPAPER REPORTS
- B4. PHYSICAL CRITICAL INCIDENTS
- B5. PHYSICAL CRITICAL INCIDENT QUESTIONNAIRES
- B6. DIRECT OBSERVATIONS BY JOB ANALYSTS
- B7. POSITION ANALYSIS QUESTIONNAIRE
- B8. COPY OF CIVIL SERVICE MEDICAL EXAMINATION REPORT

TABLE B1

EXAMPLES OF PHYSICAL TASKS AS CITED IN THE TASK ANALYSIS INVENTORY*

PERFORMED BY ENTRY-LEVEL OFFICERS

PHYSICAL ABILITY/PHYSICAL STATURE/HEALTH

Subdue suspect using knowledge of physical restraining techniques and defensive tactics which may include use of baton or any common item which may be used as a weapon.

Handcuff prisoner in such a manner to ensure safety of all parties concerned.

Pursue fleeing actors on foot.

Physically restrain members of either party at a strike or demonstration.

Control fights among prisoners.

Protect self if physically attacked and subdue prisoners.

Work overtime.

SENSORY ABILITIES (VISION AND PSYCHOMOTOR TASKS)

Pursue violator with red lights and engage siren if violator fails to stop.

Engage in high-speed driving when required.

Provide emergency escorts to area hospitals.

Drive car for visiting dignitaries.

Drive prisoner's vehicle to police lot or substation.

Draw sidearm, in accordance with Departmental policies, when extreme violence seems imminent.

Discharge firearm when threatened with danger to life or serious bodily injury.

*See Volume IV for complete listing of task analysis activities and the time spent performing each activity.

TABLE B2

EXAMPLES OF PHYSICAL ACTIVITIES

FROM THE OVERALL CRITICAL INCIDENT ANALYSIS*

POSITIVE INCIDENTS

Officer subdued several attackers.

Three officers formed train by grabbing waists and end officer pulled man back from ledge.

Officers chased, caught and apprehended actors.

Officer held onto actor and defended self from bystanders' assault.

One officer fought two actors, apprehended one but was unable to apprehend the second.

Officer chased, caught and apprehended two actors.

Officer apprehended two actors.

Officer chased, caught and apprehended one actor.

Officer fought/apprehended/subdued/handcuffed resisting actor.

Officer kicked in a door.

Officer carried people out of a burning building.

Officer pulled person out of a car.

Officer retrieved a body from the bayou.

Officer climbed in the window of a house from the ground.

Officer climbed a ladder.

Officer climbed to the roof of a building.

Officer climbed a tree and jumped to the roof of a building.

Officer jumped from a window to the roof of a building next door.

Officer lowered another officer into a building from a roof by rope or water hose.

POSITIVE INCIDENTS (Cont'd)

Officer tackled a fleeing actor.

Officer disarmed an actor.

Officer forced an actor into a patrol car.

Officer restrained a mentally ill person.

Officer held the arm of a mentally ill person to prevent him from shooting someone.

Officer apprehended two people at once without using firearms.

Officer pulled man from stopped car who refused to get out.

Officer shot out tire of actor's car during a high-speed chase.

Officer hit actor during exchange of gunfire.

Officer hit man who was about to stab baby that he held in his arms.

NEGATIVE INCIDENTS

Officer fought two or three actors and was unable to apprehend any of the actors.

Officer chased, caught but could not apprehend actor.

Officer chased actor, but could not catch actor.

Officer let actor run away and didn't try to catch him (officer was overweight).

Officer could not apprehend/subdue an actor (not enough strength).

Officer was beat up and pinned down by an actor.

Officer could not reach gas pedal in patrol car to drive it.

Officer was not able to climb back yard fence while chasing actor.

After catching up to a fleeing actor, officer was too out of breath to apprehend him.

Officer was thrown through plate glass window.

Officer was unable to subdue actor alone.

NEGATIVE INCIDENTS (Cont'd)

Officer wrestled actor for gun and lost.

Officer hit actor with what was supposed to be a warning shot.

Officer missed target that he shot at.

TABLE B3

EXAMPLES OF PHYSICAL ACTIVITIES AS REPORTED IN HOUSTON AREA

NEWSPAPERS JANUARY 1976 TO DECEMBER 1976

Officers engaged in high speed auto chases and running gun battles with burglary suspects.

Officers pursued fleeing burglary suspects until suspects' vehicle crashed.

Officers shot and wounded/killed suspects reaching for a weapon.

Officers were shot at/wounded by actors.

Officers struggled with and subdued actors.

Officers struggled with and disarmed suspects.

Officers were assaulted and injured by actors.

Officers pursued on foot and caught fleeing actors.

Officers pursued on foot and lost fleeing actor.

Officers kicked door in during apprehension of actor.

Officer lifted heart attack victim into helicopter during emergency rescue.

Officer dodged actor trying to run him down with an automobile.

TABLE B4

COMMONLY REPORTED PTI CRITICAL INCIDENTS

INVOLVING PHYSICAL ABILITIES

<u>Incident</u>	<u>Physical Demands</u>
1. Chasing and subduing an actor	Running Climbing over obstacles Jumping over obstacles Combat and/or restraint of an actor
2. Subduing an actor(s) unassisted	Combat and restraint Lifting actor Carrying or dragging actor
3. Subduing an actor(s) assisted	Combat (one or several) Assisted restraint Assisted lifting, carrying, or dragging the actor
4. Investigate commercial or industrial alarm	Pulling up to visual vantage point Climbing over guard fences Climbing through windows Climbing to roof Jumping down from fences, roofs, or windows
5. Recovery and movement of stolen merchandise	Lifting objects Carrying objects Dragging objects
6. Scene of an accident	Pushing vehicles Prying open doors Lifting objects and persons Carrying objects and persons Dragging objects and persons

TABLE B5

SUMMARY OF PHYSICAL ACTIVITIES
REPORTED IN THE PTI

<u>Activity</u>	<u>% Officers Mentioned</u>	<u>Full Demand Range</u>	<u>Typical Demand Range*</u>
Running	87%	7 yards - 4 miles	25-800 yards
<u>Climbing</u>	<u>62%</u>		
• In pursuit	49%	Over: 3-12 feet	Over: 4-8 feet
• Investigative	13%	Over: 4-12 feet Onto: 2 stories	Over: 6-10 feet Onto: 1 story
<u>Jumping</u>	<u>53%</u>		
• In pursuit	49%	Across: 2-8 feet Over: 1-6 feet Down: 4-20 feet	Across: 3-6 feet Over: 2-4 feet Down: 3-6 feet
• Investigative	4%	Down: 4-20 feet	Down: 6-12 feet
<u>Lift, Carry, Drag</u>	<u>67%</u>		
• Actors, unassisted	19%	110-205 lbs	140-170 lbs
• Actors, assisted	51%	100-300 lbs	140-210 lbs
• Objects, unassisted	8%	20-350 lbs	50-100 lbs
• Objects, assisted	5%	75-350 lbs	100-150 lbs

* Definition of typical: Exclusion of approximately upper and lower 10% of full range.

TABLE B6

EXAMPLES OF PHYSICAL ACTIVITIES OBSERVED BY JOB ANALYSTS*

Pushing a stalled automobile off the street (alone) (with assistance)

Breaking through a door to gain forcible entry (with assistance)

Handcuffing prisoners (alone) (with assistance)

Climbing over a five-foot fence to enter property (alone)

Subduing and controlling a struggling actor/intoxicated actor (alone) (with assistance)

Controlling several intoxicated persons (alone)

Lifting and carrying a resisting actor into the patrol car (with assistance)

Running approximately 100 yards and catching a fleeing actor (alone)

Lifting and carrying portable scales (alone)

Lifting injured person from automobile onto a stretcher

Forcing a resisting actor to the patrol car (alone) (with assistance)

Pulling self up through attic entrance and hanging there with flashlight in one hand (alone)

High speed driving

Pursuit driving

Flying helicopter

Drawing weapons to have ready for use

*See Volume IV for complete listing of observed activities.

TABLE B7

PHYSICAL, PSYCHOMOTOR AND SENSORY ATTRIBUTE REQUIREMENTS
 DETERMINED BY THE PAQ FOR THE ENTRY LEVEL POLICE OFFICER
 POSITION UNDER BOTH "ROUTINE" AND EMERGENCY/PHYSICALLY
 ACTIVE CONDITIONS*

Attributes	Percentile**	
	"Routine" Conditions	Emergency/Physically Active Conditions
Explosive Strength	42	66
Dynamic Strength	32	60
Static Strength	36	61
Speed of Limb Movement	35	63
Rate Control	50	67
Susceptibility to Fatigue	61	83
Stamina	56	81
Body Orientation	37	64
Kinesthesia	35	62
Spatial Orientation	51	69
Eye-hand-foot Coordination	50	67
Simple Reaction Time	72	86
Far Visual Acuity	62	72
Movement Detection	62	69
Depth Perception	54	64
Sensory Alertness	65	79

*See Volume IV for discussion of all PAQ results.

**The percentile is the level or amount of each attribute required by the entry-level police officer position in comparison to the attribute requirements for all jobs found throughout the world of work. Only attributes of a physical, psychomotor and sensory nature that are required more than average under emergency conditions (i.e., the 60th percentile or above) are reported in this table.

CIVIL SERVICE COMMISSION

CITY OF HOUSTON

REPORT OF MEDICAL EXAMINATION

NAME	SEX	RACE	AGE	PURPOSE OF EXAMINATION	DATE
ADDRESS				TELEPHONE	
DEPARTMENT			POSITION		

Medical History

Please check "yes" or "no" after the following questions and fully explain any "yes" answers.

1. Is there a history of the following illnesses in your family?

- | | | |
|---|------------------------------|-----------------------------|
| a. Diabetes | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| b. High Blood Pressure | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| c. Cancer | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| d. Heart Disease | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| e. Allergy (asthma, hives, hay fever) | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| f. Others | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

2. Have you ever been hospitalized? Yes ☐ No ☐

Where _____
 When _____
 Why _____

3. Have you lost time from work because of illness or injury in the past 2 years? Yes ☐ No ☐

4. Have you ever received disability payments for any injury or illness? Yes ☐ No ☐

5. Have you ever been refused or rated up for life insurance? Yes ☐ No ☐

6. Have you ever been advised to have an operation not listed above? Yes ☐ No ☐

7. Have you ever been rejected by a Selective Service Board or discharged from the Military Services because of a medical or nervous condition? Yes ☐ No ☐

8. (For Women Only.) Have you had any abnormalities of menstrual periods? . . . Yes ☐ No ☐

Date of last period:

9. Do you have or have you had, any illness, injury, allergy or nervous or other condition not listed above? Yes ☐ No ☐

10. I agree that the result of this examination shall be reported to the Civil Service Department for placement/promotion purposes. (Any false statement or willful omission made may result in termination of employment.) I further authorize the City Physician or medical representative of the Civil Service Department to contact my physician or hospital regarding present, past or future health information.

Name of personal physician: _____

Address: _____

Date: _____

Signature: _____

Do Not Write Below This Line

Physician's comments regarding medical history and review of systems.

Physical Examination

[illegible]

Impression and summary of defects.

Laboratory studies:

Urine:

Sugar:

Albumin:

pH:

Microscopic:

VDRL:

Blood sugar:

Others:

X-ray Studies:

Recommendation:

Qualified

Yes ☐

No ☐

Signature of Physician _____

[illegible]

APPENDIX C

EXAMPLES OF PERSONAL CHARACTERISTIC JOB ANALYSIS DATA FOR:

- C1. CITIZENSHIP
- C2. SUBVERSIVE ORGANIZATIONS
- C3. CIVILIAN CRIMINAL BEHAVIORS
- C4. MILITARY HISTORY: GENERAL ADJUSTMENT AND DISCIPLINARY ACTIONS
- C5. DRIVING HISTORY AND DRIVER'S LICENSE
- C6. EMOTIONAL AND PSYCHOLOGICAL ADJUSTMENT
- C7. EDUCATIONAL ATTAINMENT AND PREDICTED UNSATISFACTORY ACADEMY PERFORMANCE
- C8. EMPLOYMENT STABILITY AND REFERENCES
- C9. EXCESSIVE USE OF ALCOHOL (AND INTOXICATION WHILE ON DUTY)
- C10. FINANCIAL HISTORY
- C11. ILLEGAL DRUG BEHAVIORS
- C12. APPEARANCE AND BEARING DURING INTERVIEW
- C13. AGE REQUIREMENT
- C14. COMMITTED IMMORAL BEHAVIORS
- C15. MARITAL INSTABILITY AND IMMEDIATE FAMILY CRIMINALITY

TABLE C1

CITIZENSHIP

Examples of Relevant Statements from the Task Analysis Inventory

While escorting or accompanying celebrities or dignitaries, survey crowds in order to detect and react to suspicious activity. (Importance of single loyalty)

Familiarize self with business establishments on beat, their employees, hours of operation, type of merchandise, susceptibility to particular types of offenses, nature of alarm systems and physical layout in order to minimize susceptibility to crime and to increase effectiveness of enforcement in the event of crime. (Importance of devotion to common purpose)

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat. (Importance of devotion to common purpose)

Testify in an objective manner before judge or jury about the crime or violation that was committed or the arrest that was made. (Importance of single loyalty)

Protect the scene at disasters, weather emergencies and explosions, patrolling through area to prevent looting and to maintain law and order. (Importance of devotion to common purpose)

Examples of Job Analyst Observations

Conduct undercover meetings.

Testify in court. (Credibility)

Examples of Critical Incident Responses

Positive Incidents

Apply the law equally to all.

Not allow prejudices to affect actions or decisions.

Examples of Public Attitudes from Project STAR

Protecting the rights of all individuals and groups to equal application of the law, a fair and impartial trial, and appropriately dignified treatment.

Being objective and ethical in personal behavior and in function as a representative of the criminal justice system. (Importance of single loyalty)

TABLE C2

SUBVERSIVE ORGANIZATIONS

Examples of Relevant Statements from the Task Analysis Inventory

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat. (Dedication to ultimate public welfare)

Familiarize self with business establishments on beat, their employees, hours of operation, type of merchandise, susceptibility to particular types of offenses, nature of alarm systems and physical layout in order to minimize susceptibility to crime and to increase effectiveness of enforcement in the event of crime. (Dedication to ultimate public welfare)

Check homes of people on vacation for signs of illegal entry.

Plan and make arrangements for parade route.

Drive car for visiting dignitaries.

Speak with and gain trust of persons to develop them as confidential informants and to gain information about criminals and planned or committed crimes. (Proper use of sensitive information)

While escorting or accompanying celebrities or dignitaries, survey crowds in order to detect and react to suspicious activity.

Examples of Job Analyst Observations

Conduct undercover meetings.

Receive information from informants.

Examples of Critical Incident Responses

Positive Incidents

Plan and carry out undercover investigations.

Examples of Public Attitudes from Project STAR

Enforces laws in an impartial manner and supports the concept that all persons, including criminal justice personnel, are equally subject to the law and will be treated equally by it.

Attempts to foresee and prevent the occurrence of crime-related activities and rule infractions.

Attempts to locate, apprehend, and return fugitives.
(Dedication to ultimate public welfare)

TABLE C3

CIVILIAN CRIMINAL BEHAVIORS

Examples of Relevant Statements from the Task Analysis Inventory

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat. (Public trust in the officer)

Familiarize self with business establishments on beat, their employees, hours of operation, type of merchandise, susceptibility to particular types of offenses, nature of alarm systems and physical layout in order to minimize susceptibility to crime and to increase effectiveness of enforcement in the event of crime.

Inventory and assume responsibility for possession of property and money found in wrecked vehicles that have to be towed off. (Dedication to rules and regulations)

Respond to felony-in-progress or "assist the officer" calls as quickly as possible to protect officers, victims, and bystanders; to apprehend actors; and to recover any property or evidence. (Proper tagging and disposal of property)

Conduct lawful search for evidence in buildings or motor vehicles. (Unwavering execution of duty)

Place prisoner(s) in patrol car and deliver to booking area of central jail or nearest substation. (Prompt and unwavering execution of duties)

Survey crime scene to determine the type of offense, means of entry and exit, damage to property, theft or property, etc., in order to determine investigative procedures to follow and type of assistance required, if necessary. (Proper use of sensitive information)

Take possession of recovered stolen property.

Speak with and gain trust of persons to develop them as confidential informants and to gain information about criminals and planned or committed crimes. (Proper use of sensitive information)

Observe locations where stolen goods may be fenced in order to identify suspects and trace goods.

Protect the scene at disasters, weather emergencies and explosions, patrolling through area to prevent looting and to maintain law and order.

Check homes of people on vacation for signs of illegal entry.

Analyze protective devices used to prevent unlawful entry into residence or business, and instruct public on how to defend against unlawful entry.

Take custody of, describe, record and account for possessions or property of prisoners or others.

Examples of Job Analyst Observations

Check buildings for means of illegal entry.

Check abandoned vehicles.

Secure the scene of a crime.

Search residences, cars, etc., for contraband.

Issue tickets for traffic violations. (Opportunity to accept bribes)

Search actors, suspects, and prisoners.

Conduct raids and busts.

Examples of Critical Incident Responses

Positive Incidents

Report and return all found, confiscated or recovered money, drugs, goods, etc.

Report attempted bribes.

Negative Incidents

Accept stolen goods from a friend.

Solicit or accept bribes to ignore illegal actions or practices.

Take goods while investigating burglary alarm call at a store.

Keep confiscated or recovered money, goods, etc., for personal use.

Commit burglaries or thefts.

Examples of Public Attitudes from Project STAR

Acquire and protect evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations. (Proper use of sensitive information)

Take necessary steps to locate, identify, and impound lost or stolen property.

Build respect for law and the criminal justice system.

Display objectivity and professional ethics.

Testify as a witness in court. (Credibility)

TABLE C4

MILITARY HISTORY: GENERAL ADJUSTMENT

AND DISCIPLINARY ACTIONS

Examples of Relevant Statements from the Task Analysis Inventory

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat. (Public trust in the officer)

Familiarize self with business establishments on beat, their employees, hours of operation, type of merchandise, susceptibility to particular types of offenses, nature of alarm systems and physical layout in order to minimize susceptibility to crime and to increase effectiveness of enforcement in the event of crime. (Proper use of sensitive information)

Inventory and assume responsibility for possession of property and money found in wrecked vehicles that have to be towed off. (Dedication to rules and regulations)

Respond to felony-in-progress or "assist the officer" calls as quickly as possible to protect officers, victims, and bystanders; to apprehend actors; and to recover any property or evidence. (Prompt and unwavering dedication to duty)

Examples of Job Analyst Observations

Check buildings for means of illegal entry.

Check abandoned vehicles.

Secure the scene of a crime.

Search residences, cars, etc., for contraband.

Issue tickets for traffic violations. (Opportunity to accept bribes)

Search actors, suspects, and prisoners.

Conduct raids and busts.

Examples of Critical Incident Responses

Positive Incidents

Report and return all found, confiscated or recovered money, drugs, goods, etc.

Report attempted bribes.

Negative Incidents

Failure to perform assigned tasks.

Disregard instructions to wait for a supervisor before taking action.

Do things own way instead of following instructions of supervisor.

Accept stolen goods from a friend.

Solicit or accept bribes to ignore illegal actions or practices.

Take goods while investigating burglary alarm call at a store.

Keep confiscated or recovered money, goods, etc., for personal use.

Commit burglaries or thefts.

Examples of Public Attitudes from Project STAR

Acquire and protect evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

Take necessary steps to locate, identify, and impound lost or stolen property.

Assist the criminal justice system and other appropriate agency personnel.

Build respect for law and the criminal justice system.

Provide public assistance and maintain order.

TABLE C5

DRIVING HISTORY AND DRIVER'S LICENSE

Examples of Relevant Statements from the Task Analysis Inventory

Operate car or motorcycle in safe and courteous manner while on routine patrol.

Patrol in marked vehicle to discover unusual activities and suspicious circumstances such as burglaries, signs of forced entries, people sitting in automobiles for no apparent reason and people who obviously want to avoid contact with officer.

Patrol in vehicles or on motorcycle to detect violations of traffic laws.

Log location, time and type of call; proceed to location by the most direct route.

Drive to general vicinity of calls given to other officers to furnish assistance and help apprehend suspects if necessary.

Pursue violator with red lights and engage siren if violator fails to stop.

Engage in high-speed driving when required.

Terminate high-speed chase when violation of actor does not justify the danger involved.

Determine what speed to drive and whether to use red lights and siren, based on the nature of call and Departmental policies and procedures.

Respond to felony-in-progress or "assist the officer" calls as quickly as possible to protect officers, victims, and bystanders; to apprehend actors, and to recover any property or evidence.

Engage in high-speed driving to scene.

Place prisoner(s) in patrol car and deliver to booking area of central jail or nearest substation.

Drive prisoner's vehicle to police lot or substation.

Transport non-prisoners (example: taking witnesses to the station for statements).

Escort vehicles of visiting dignitaries, wide loads, funerals, etc.

Drive car for visiting dignitaries.

Return patrol vehicle to station or garage at end of tour, report any damage, and have it serviced before signing off.

Examples of Job Analyst Observations

Routine patrol and observation in a motor vehicle.

High-speed driving.

Pursuit driving.

Transport prisoners to jail.

Examples of Critical Incident Responses

Positive Incidents

Drive carefully in congested areas while pursuing fleeing actor.

Not unnecessarily break the speed limit or ignore traffic laws while on or off duty.

Examples of Public Attitudes from Project STAR

Carry out routine surveillance in vehicle or on foot and determine the existence of actual or potential crime-related situations.

TABLE C6

EMOTIONAL AND PSYCHOLOGICAL ADJUSTMENT

Examples of Relevant Statements from the Task Analysis Inventory

Effectiveness

Protect the scene at disasters, weather emergencies and explosions, patrolling through area to prevent looting and to maintain law and order.

Prevent panic during bomb threat by convincing parties in building that necessary steps are being taken.

Attempt to persuade potential suicides and other mentally disturbed individuals not to harm themselves or others.

Respond to incidents involving snipers.

Respond to incidents involving hostages.

Judgment

Evaluate the violator's attitude and comments regarding the violation.

Make decision to (1) release driver without issuing traffic citation, (2) release driver after issuing traffic citation, or (3) take driver to jail.

Determine what speed to drive and whether to use red lights and siren, based on the nature of call and Departmental policies and procedures.

Terminate high-speed chase when violation of actor does not justify the danger involved.

Interview drivers of wrecked vehicles to obtain versions of how the accident occurred.

Order violator to cease committing the violation and/or inform the violator that he is under arrest.

Decide what weapon and force, if any, should be used when faced with resistance to an arrest.

Subdue suspect using knowledge of physical restraining techniques and defensive tactics which may include use of baton or any common item which may be used as a weapon.

Draw sidearm, in accordance with Departmental policies, when extreme violence seems imminent.

Discharge firearm when threatened with danger to life or serious bodily injury.

Physically restrain members of either party at a strike or demonstration.

Decide whether to use force (and what type to use) in a group/crowd control situation, taking into consideration the size of the crowd and the number of officers at the scene.

If other officer appears about to overreact or use excessive force at a disturbance, intervene and use less forceful approach.

Intervene in and control domestic quarrels and brawls.

Calm aggressive prisoners by talking to them.

Talk to juveniles to establish rapport and build mutual understanding.

Testify in an objective manner before judge or jury about the crime or violation that was committed or the arrest that was made.

Safety

Pursue violator with red lights and engage siren if violator fails to stop.

Engage in high-speed driving when required.

Provide emergency escorts to area hospitals.

Engage in high-speed driving to scene.

Image

Interview pedestrian traffic law violators and issue citations if necessary.

Examples of Job Analyst Observations

High-speed driving.

Pursuit driving.

Reason with emotionally upset individuals.

Ignore verbal abuse.

Control crowds and prevent violence.

Calm down mentally ill persons.

Be patient and polite to hostile people or prisoners.

Examples of Critical Incident Responses

Positive Incidents

Ignore verbal abuse from the public, a traffic violator, or an actor.

Hold temper.

Communicate quietly and rationally while being verbally assaulted.

Remain calm when actor spits in officer's face.

Remain calm enough to administer effective first aid.

Remain calm during gunfire.

Think rationally after being shot.

Be able to think and react quickly.

Remain calm when faced with physical danger.

Negative Incidents

Write tickets to get back at someone.

Slash tires of individual who brought charges against officer.

Feel that no one should challenge his/her statements or decisions because he/she is a police officer.

Overreact when someone does not listen to or obey him/her.

Feel meals should be discounted.

Use uniform to collect overdue rent.

Use position to try to impress friends with authority.

Bring friend to ride in patrol car and make partner sit in the back seat while officer shows off and harasses citizens.

Become emotionally upset by an offense and beat up the actor.

Handcuff bystander laughing at officer.

Argue with an actor.

Get into own family disturbance and pull a gun.

Spin tires and throw gravel when leaving traffic violators.

Get very excited during a stressful situation.

Overreact to people with weapons.

Panic and flee when another officer is shot.

Shoot an innocent bystander when an officer is shot.

Freeze during gunfire.

Become hysterical when injured.

Forget to give dispatcher location when calling for assistance.

Become confused and give incorrect information while dispatching during a chase.

Overuse siren.

Interpret tire blow out as sniper and put out "officer assist".

TABLE C7

EDUCATIONAL ATTAINMENT AND

PREDICTED UNSATISFACTORY ACADEMY PERFORMANCE

Examples of Relevant Statements from the Task Inventory

Attend roll call, receive assignments and handouts and take notes regarding Department policies, enforcement area of special concern, etc.

Gather information useful on job by reviewing such items as daily bulletin, offense reports and by talking with fellow officers.

Check bars and entertainment establishments to inspect health permits and licenses and to detect wanted persons, drunks, liquor law violations, etc.

Keep notebook of daily patrol activities.

Determine if there is enough evidence against an actor to justify an arrest and/or search.

Plan tactics for conducting traffic patrol.

Give directions to pedestrians and motorists.

Check trucks for permits, load, weight, width, height, flaps and license violations.

Inventory and assume responsibility for possession of property and money found in wrecked vehicles that have to be towed off.

Use formulas to calculate pavement friction factors and speed estimates in traffic accidents.

Write full, detailed reports describing accidents.

Fill out narrative complaint form on actor.

Interview individuals, following legal procedures, to establish the validity of a complaint, to obtain information to use as evidence in prosecution or to obtain information necessary for continuing an investigation.

Analyze and evaluate available information at the scene (evidence, statements, etc.) in order to identify suspects.

Discuss details of case with D.A.'s office to determine whether a case should be classified as civil or criminal.

Based upon interview with complainant and/or witnesses, determine whether case is real or fictitious.

Handle juvenile actors and decisions regarding juvenile cases based on knowledge of civil and criminal law as applied to juveniles.

Explain to the court the circumstances of a crime, probable cause, and other evidence and facts necessary to obtain a warrant.

File charges in corporation court.

After discussing case with D.A.'s office, file higher level misdemeanor or felony charges in J.P. court.

Review offense and prosecution reports to become familiar with the facts and circumstances of the case prior to testifying.

Testify in an objective manner before judge or jury about the crime or violation that was committed or the arrest that was made.

Act as custodian of the records, taking records to court, qualifying records as the original and reading part of all of the text in court.

Compose and type letters or reports.

Keep informed about latest laws and technical developments by reading appropriate journals, newsletters or other publications.

Attend seminars, inservice training programs, etc., to stay abreast of work-related technical issues.

Review the statistical reports prepared by the department and other law enforcement bodies to remain aware of current trends in crime and enforcement activities.

Keep abreast of court rulings and opinions as they relate to police policy.

Examples of Job Analyst Observations

Advise citizens of the law.

Prepare offense reports.

Question victims, witnesses, and suspects.

Gather information from written materials.

Measure dimensions of loads on trucks.

Complete arrest reports.

Prepare accident reports.

Prepare arrest reports.

Communicate with other law enforcement agencies.

Discuss status of cases/investigations.

Testify in court.

Perform calculations for reports.

Examples of Critical Incident Responses

Positive Incidents

Know correct procedures for securing scenes so a proper investigation can be made.

Negative Incidents

Arrest someone for a civil rather than criminal matter.

Make an illegal arrest.

Not give a legal warning to actor, causing case to be dismissed.

Conduct search without a search warrant when one should have been obtained.

Not keep abreast of current laws.

Not call homicide in to investigate a shooting.

Not file on an actor for the strongest case.

Fail to write the proper ticket.

Examples of Public Attitudes from Project STAR

Transmits and receives information in the form of written material and oral messages.

Collecting, analyzing and communicating complete and reliable information from appropriate sources to appropriate recipients.

Review legal statutes, codes, case decisions, and other reference material to assist in case preparation.

Seeks to increase professional knowledge and skill through academic and self-improvement activities.

Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

Presents factual information in court based on field observations and investigation of criminal cases.

Instructs other persons in the classroom or while on the job.

TABLE C8

EMPLOYMENT STABILITY AND REFERENCE

Examples of Relevant Statements from the

Contact residents and businessmen in rapport, answer questions, exchange mutual interest, build public confidence, familiar with situations, people and beat. (Public trust of officer)

Familiarize self with business establishments, their employees, hours of operation, susceptibility to particular types of alarm systems and physical layout, minimize susceptibility to crime and effectiveness of enforcement in the area. (Proper use of sensitive information)

Maintain appearance, clothing and gear, satisfy inspection requirements.

Respond to incidents involving suspects

Protect the scene at disasters, fires, explosions, patrolling through areas and to maintain law and order.

Testify in an objective manner before the crime or violation that was made that was made.

Examples of Job Analyst Observations

Reason with emotionally upset individuals

Ignore verbal abuse.

Control crowds and prevent violence

Calm down mentally ill persons.

Be patient and polite to hostile persons.

Examples of Critical Incident Responses

Positive Incidents

Ignore verbal abuse from the public, a traffic violator, or an actor.

Hold temper.

Communicate quietly and rationally while being verbally assaulted.

Remain calm when actor spits in officer's face.

Remain calm enough to administer effective first aid.

Remain calm during gunfire.

Think rationally after being shot.

Be able to think and react quickly.

Remain calm when faced with physical danger.

Negative Incidents

Slash tires of individual who brought charges against officer.

Feel that no one should challenge his/her statements or decisions because he/she is a police officer.

Overreact when someone does not listen to or obey him/her.

Disregard instructions to wait for a supervisor before taking action.

Do things own way instead of following instructions of supervisor.

Neglect of duty.

Refuse to complete offense report.

Make excuses not to take calls.

Speed away from accident so will not have to make report.

Refuse to arrest actor when off duty.

Conduct quick investigation for cases not considered important.

Cut an investigation short if it is close to quitting time.

Use position to try to impress friends with authority.

Bring friend to ride in patrol car and make partner sit in the back seat while officer shows off and harasses citizens.

Become emotionally upset by an offense and beat up the actor.

Handcuff bystander laughing at officer.

Argue with an actor.

Get into own family disturbance and pull a gun.

Spin tires and throw gravel when leaving traffic violators.

Get very excited during a stressful situation.

Freeze during gunfire.

Become hysterical when injured.

Forget to give dispatcher location when calling for assistance.

Become confused and give incorrect information while dispatching during a chase.

Overuse siren.

TABLE C9

EXCESSIVE USE OF ALCOHOL (AND INTOXICATION
WHILE ON DUTY)

Examples of Relevant Statements from the Task Analysis Inventory

Effectiveness

Attempt to perform duties while receiving negative or abusive comments from actors or bystanders.

Radio information about direction of travel, description of vehicle and occupant(s) and what suspects are wanted for, to alert other officers in the area.

Direct traffic under emergency conditions.

Assume command of the scene of an accident, denying access to the vehicles and scene if necessary.

Interrogate traffic law violators if commission of a crime or assault by motor vehicle is suggested.

Coordinate activities of other officers at a crime-in-progress scene to prevent escape; protect officers and citizens by engaging in activities such as clearing the area and positioning officers.

Execute a planned raid.

Subdue suspect using knowledge of physical restraining techniques and defensive tactics which may include use of baton or any common item which may be used as a weapon.

Pursue fleeing actors on foot.

Discharge firearm when threatened with danger to life or serious bodily injury.

Testify in an objective manner before judge or jury about the crime or violation that was committed or the arrest that was made.

Decision Making

Evaluate the violator's attitude and comments regarding the violation.

Make decision to (1) release driver without issuing traffic citation, (2) release driver after issuing traffic citation, or (3) take driver to jail.

Terminate high-speed chase when violation of actor does not justify the danger involved.

Determine best method of handling situation and whether assistance from others (such as supervisors, detectives, ambulance service, medical examiner, etc.) will be necessary.

Decide what weapon and force, if any, should be used when faced with resistance to an arrest.

Safety

Operate car or motorcycle in safe and courteous manner while on routine patrol.

Determine what speed to drive and whether to use red lights and siren, based on the nature of call and Departmental policies and procedures.

Respond to felony-in-progress or "assist the officer" calls as quickly as possible to protect officers, victims, and bystanders; to apprehend actors; and to recover any property or evidence.

Pursue violator with red lights and engage siren if violator fails to stop.

Engage in high-speed driving when required.

Approach violator's or actor's vehicle watching for unusual or potentially dangerous behavior on the part of the vehicle's occupants.

Provide emergency excorts to area hospitals.

Image

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat.

Prevent disturbances by being conspicuous and making police presence felt.

Give directions to pedestrians and motorists.

Interview pedestrian traffic law violators and issue citations if necessary.

Take statements or depositions from witnesses or violators in traffic cases.

Talk to juveniles to establish rapport and build mutual understanding.

Examples of Job Analyst Observations

Control several intoxicated persons (alone).

Subdue and control a struggling actor/intoxicated actor (alone) (with assistance).

Run approximately 100 yards and catch a fleeing actor (alone).

Force a resisting actor to the patrol car (alone) (with assistance).

High-speed driving.

Pursuit driving.

Advise citizens of the law.

Give verbal warnings to traffic violators.

Give directions to lost motorists.

Process DWI.

Administer breathalyzer test.

Draw weapons to have ready for use.

Examples of Critical Incident Responses

Negative Incidents

Intoxicated while on duty.

Wreck a patrol car because officer was intoxicated.

Come to the station intoxicated while off duty and cause arguments and fights.

Fire weapons at others while off duty and intoxicated.

TABLE C10
FINANCIAL HISTORY

Examples of Relevant Statements from the Task Analysis Inventory

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat. (Public trust in officer)

Familiarize self with business establishments on beat, their employees, hours of operation, type of merchandise, susceptibility to particular types of offenses, nature of alarm systems and physical layout in order to minimize susceptibility to crime and to increase effectiveness of enforcement in the event of crime. (Proper use of sensitive information)

Inventory and assume responsibility for possession of property and money found in wrecked vehicles that have to be towed off.

Respond to felony-in-progress or "assist the officer" calls as quickly as possible to protect officers, victims, and bystanders; to apprehend actors; and to recover any property or evidence.

Conduct lawful search for evidence in buildings or motor vehicles. (Unwavering execution of duty)

Place prisoner(s) in patrol car and deliver to booking area of central jail or nearest substation. (Unwavering execution of duty)

Survey crime scene to determine the type of offense, means of entry and exit, damage to property, theft of property, etc., in order to determine investigative procedures to follow and type of assistance required, if necessary. (Proper use of sensitive information)

Take possession of recovered stolen property.

Observe locations where stolen goods may be fenced in order to identify suspects and trace goods.

Accept monetary bonds on prisoners.

Protect the scene at disasters, weather emergencies and explosions, patrolling through area to prevent looting and to maintain law and order.

Check homes of people on vacation for signs of illegal entry.

Take custody of, describe, record and account for possessions or property of prisoners or others.

Examples of Job Analyst Observations

Conduct undercover meetings. (Proper use of sensitive information)

Receive information from informants.

Measure dimensions of loads on trucks. (Unwavering execution of duty)

Issue tickets for traffic violations. (Unwavering execution of duty)

Search actors, suspects, and prisoners. (Unwavering execution of duty)

Examples of Critical Incident Responses

Positive Incidents

Report and return all found, confiscated or recovered money, drugs, goods, etc.

Report attempted bribes.

Pretend to accept a bribe so actor can be prosecuted.

Negative Incidents

Accept stolen goods from a friend.

Solicit or accept bribes to ignore illegal actions or practices.

Take goods while investigating burglary alarm call at a store.

Keep confiscated or recovered goods, money, etc., for personal use.

Commit burglaries or thefts.

Examples of Public Attitudes from Project STAR

Being objective and ethical in personal behavior and in functioning as a representative of the criminal justice system.

Protecting the rights of all individuals and groups to equal application of the law, a fair and impartial trial, and appropriately dignified treatment.

Enforcing laws in an impartial manner and supporting the concept that all persons, including criminal justice personnel, are equally subject to the law and will be treated equally by it.

Acquiring and protecting evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

Taking necessary steps to locate, identify, and impound lost or stolen property.

TABLE C11

ILLEGAL DRUG BEHAVIORS

Examples of Relevant Statements from the Task Analysis Inventory

Take possession of confiscated drugs or narcotics.

Collect information from and about persons who are overdosed on drugs to determine if foul play was involved.

Interview individuals, following legal procedures, to establish the validity of a complaint, to obtain information to use as evidence in prosecution or to obtain information necessary for continuing an investigation.

Make narcotic buys in undercover role.

Search clothing and possession of prisoners, according to procedure, to discover weapons and contraband.

Engage in high speed driving to scene.

Examples of Job Analyst Observations

Receive information from informants.

Conduct undercover meetings.

Conduct preliminary tests on suspected drugs.

Examples of Critical Incident Responses

Positive Incidents

Report and return all found, confiscated or recovered money, drugs, goods.

Negative Incidents

Keep marijuana taken from actor and smoke it off duty.

Examples of Public Attitudes from Project STAR

Acquires and protects evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

Carries out routine surveillance in vehicle or on foot and determines the existence of actual or potential crime-related situations.

Administers tests to suspects or offenders to determine drug and alcohol use.

TABLE C12

APPEARANCE AND BEARING DURING INTERVIEW

Examples of Relevant Statements from the Task Analysis Inventory

Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat.

Familiarize self with business establishments on beat, their employees, hours of operation, type of merchandise, susceptibility to particular types of offenses, nature of alarm systems and physical layout in order to minimize susceptibility to crime and to increase effectiveness of enforcement in the event of crime.

Maintain appearance, clothing and personal equipment to satisfy inspection requirements.

Ask traffic violator or actor for identification and explain why it was necessary to stop his vehicle.

Locate, interview and establish credibility of witnesses to traffic accidents.

Interview injured parties at hospital (and medical personnel if necessary).

Patrol through area containing labor pickets, marches, or demonstrators; observe their actions and talk with them to maintain peace and order and to document information about their activities.

Patrol on foot at large gatherings of people such as sports events to observe and serve as a deterrent to violence and disorder.

Physically search for and interview voluntary witnesses to crimes, accidents, etc.

Answer questions of interested parties about prisoners regarding charges, release procedures, transfer status and similar topics.

Talk to juveniles to establish rapport and build mutual understanding.

Testify in an objective manner before judge or jury about the crime or violation that was committed or the arrest that was made.

Examples of Job Analyst Observations

Advise citizens of the law.
Help a stalled motorist.
Talk/counsel with juveniles.
Investigate traffic accidents.
Advise victims of their rights and procedures for filing charges.
Routine patrol and observation.
Issue tickets for traffic violations.
Direct traffic at intersections.
Direct traffic at the scene of an accident.
Testify in court.
Control crowds and prevent violence.

Examples of Public Attitudes from Project STAR

Handles small or large groups of people involved in potential or actual disturbance situations.
Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.
Presents factual information in court based on field observation and investigation of criminal cases.

TABLE C13

AGE REQUIREMENT

PART I - 19 OR OLDER

Examples of Relevant Statements from the Task Analysis Inventory

Protect the scene at disasters, weather emergencies and explosions, patrolling through area to prevent looting and to maintain law and order. (Public trust in officer)
Implement search, evacuation and manning plans after receiving or hearing of bomb threat or other emergencies. (Command respect and attention)
Prevent panic during bomb threat by convincing parties in building that necessary steps are being taken.
Attempt to persuade potential suicides and other mentally disturbed individuals not to harm themselves or others.
Order violator to cease committing the violation and/or inform the violator that he is under arrest. (Command respect and attention)
Patrol through area containing labor pickets, marches, or demonstrators; observe their actions and talk with them to maintain peace and order and to document information about their activities.
Contact residents and businessmen in order to establish rapport, answer questions, exchange information of mutual interest, build public confidence and become familiar with situations, people and characteristics of beat.

Examples of Job Analyst Observations

Obtain and serve warrants.
Conduct raids and busts.
Reason with emotionally upset individuals.
Control crowds and prevent violence.

Examples of Public Attitudes from Project STAR

Handle small or large groups of people involved in potential or actual disturbance situations.

Examples of Critical Incident Responses

Positive Incidents

Chase a fleeing actor approximately one mile over fences and drainage ditches.

Apprehend actor after long chase.

Apprehend a screaming, kicking, biting, struggling actor.

Tackle a fleeing actor.

Disarm an actor.

Force an actor into a patrol car.

Restrain a mentally ill person.

Hold the arm of a mentally ill person to prevent him from shooting someone.

Apprehend two people at once without using firearms.

PART II - LESS THAN 36

Examples of Job Analyst Observations

Push a stalled automobile off the street (alone) (with assistance).

Break through a door to gain forcible entry (with assistance).

Climb over a five-foot fence to enter property (alone).

Control several intoxicated persons (alone).

Subdue and control a struggling actor/intoxicated actor (alone) (with assistance).

Lift and carry a resisting actor into the patrol car (with assistance).

Run approximately 100 yards and catch a fleeing actor (alone).

Lift and carry portable scales (alone).

Lift injured person from automobile onto a stretcher (with assistance).

Examples of Critical Incident Responses

Chase a fleeing actor approximately one mile over fences and drainage ditches.

Apprehend actor after long chase.

Apprehend a screaming, kicking, biting, struggling actor.

Tackle a fleeing actor.

Disarm an actor.

Force an actor into a patrol car.

Restrain a mentally ill person.

Hold the arm of a mentally ill person to prevent him from shooting someone.

Apprehend two people at once without using firearms.

Pull man back from ledge of building.

Pull man from stopped car who refused to get out.

Pull unconscious man from burning car.

Lower partner into building on rubber hose.

Lower self into building from rubber hose.

Carry unconscious people out of burning apartments.

Kick in door.

Jump ten feet down from a window onto the roof of a next door building.

Retrieve body from bayou.

Negative Incidents

Not able to climb back yard fence while chasing actor.

Not able to run as fast as actor and lose him in the chase.

After catching up to a fleeing actor, too out of breath to apprehend him.

Unable to subdue actor alone.

Wrestle actor for gun and lose.

Examples of Public Attitudes from Project STAR

Engage in the necessary verbal and physical actions to protect himself and others in the presence of physical threat from persons or circumstances.

TABLE C14

COMMITTED IMMORAL BEHAVIORS

Examples of Relevant Statements from the Task Analysis Inventory

Search prisoners and strip them of everything but clothes when they are brought to the jail.

Check prisoners for injury and see that prisoners receive medical attention.

Transport non-prisoners (example: taking witnesses to the station for statements).

Escort or guard prisoners while in transfer (vehicle).

Place prisoner(s) in patrol car and deliver to booking area of central jail or nearest substation.

Guard hospitalized prisoners.

Control cell blocks.

Monitor the general behavior of prisoners in the cell blocks.

Physically search for and interview voluntary witnesses to crimes, accidents, etc.

Speak with and gain trust of persons to develop them as confidential informants and gain information about criminals and planned or committed crimes.

Talk to victim(s) of crime to explain procedures that will be followed in the investigation, to reduce anxiety and to provide victim(s) with needed information.

Collect information from and about persons who are overdosed on drugs to determine if foul play was involved.

Attempt to comfort emotionally upset persons such as rape victims or relatives of injured persons.

Talk to juveniles to establish rapport and build mutual understanding.

Check bars and entertainment establishments to inspect health permits and licenses and to detect wanted persons, drunks, liquor law violations, etc.

Examples of Job Analyst Observations

Escort a distressed citizen home.
Help a stalled motorist.
Talk/counsel with juveniles.
Check on motorists who are sleeping, ill, etc.
Console victims.
Check persons for possible injuries.
Search actors, suspects, and prisoners.
Transport prisoners to jail.
Counsel with juveniles.

Examples of Critical Incident Responses

Negative Incidents

Take juvenile to own home to spend the night and have sexual relations with her.
Rape a female while on duty.
Force prisoners in jail to commit oral sodomy on officer.

Examples of Public Attitudes from Project STAR

Interact with families of suspects and clients to obtain and provide information and to make plans.
Attempt to locate, apprehend, and return fugitives.

TABLE C15

MARITAL INSTABILITY AND IMMEDIATE FAMILY CRIMINALITY

Examples of Relevant Statements from the Task Analysis Inventory

Intervene in and control domestic quarrels and brawls.
Protect the scene at disasters, weather emergencies and explosions, patrolling through area to prevent looting and to maintain law and order. (Calm response to stressful situation)
Prevent panic during bomb threat by convincing parties in building that necessary steps are being taken.
Attempt to persuade potential suicides and other mentally disturbed individuals not to harm themselves or others.
Respond to incidents involving snipers.
Respond to incidents involving hostages.

Examples of Job Analyst Observations

Discuss status of cases/investigations. (Proper use of sensitive information)

Examples of Critical Incident Responses

Negative Incidents

During the process of divorce officer became very difficult to work with.
While having problems at home officer became very irritable, used firearms more than necessary and threatened to shoot actor who would not confess.