Criminal Justice Policy and Administration Research Series (Oklahoma)

Oklahoma Univ, Norman   Bureau of Government Research

1978

75751
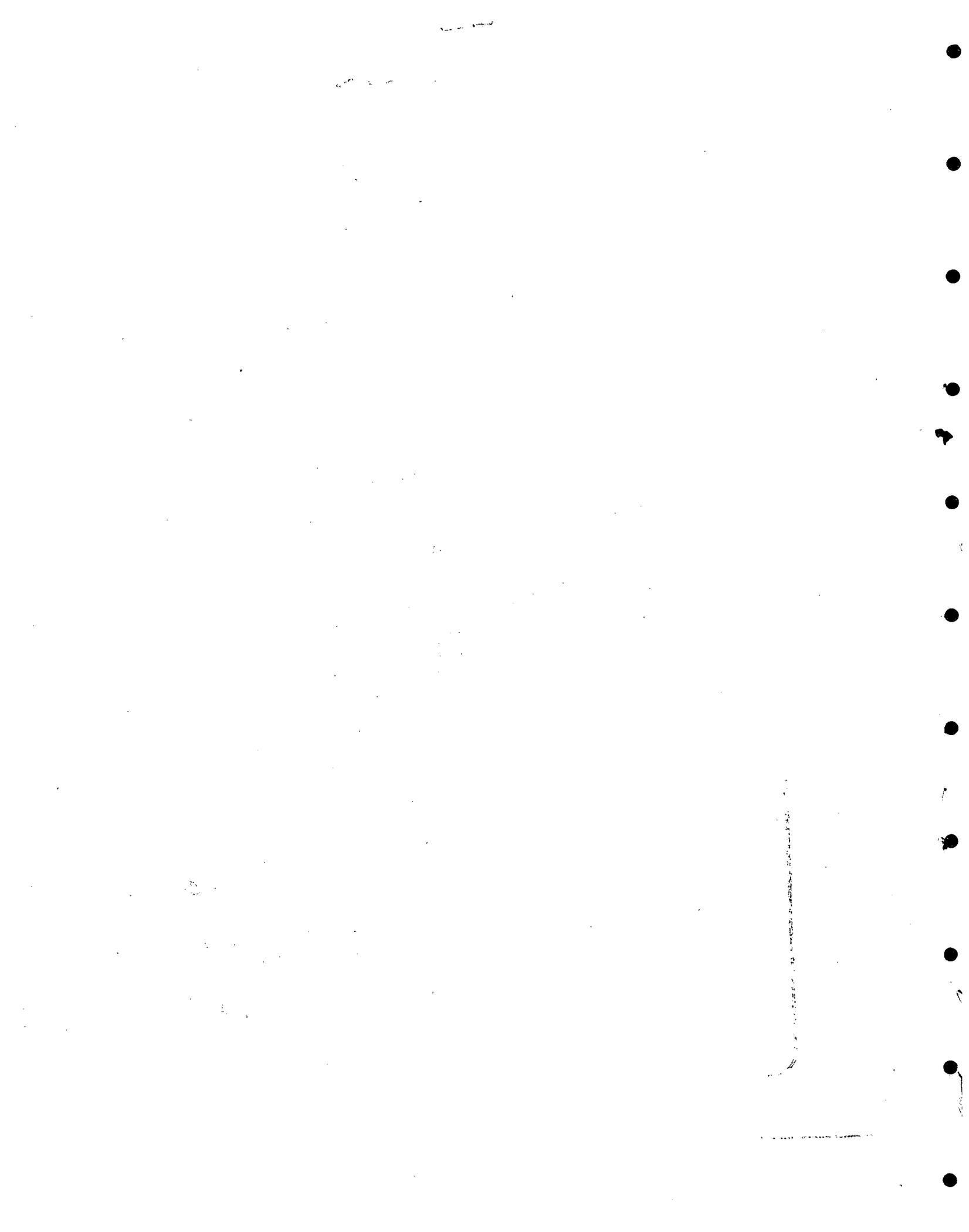
BIBLIOGRAPHIC INFORMATION

The present study was conducted in the state of Oklahoma
among cities with populations of 10,000 or more. A letter
with a questionnaire was sent to each of 34 cities from the
office of the Norman, Oklahoma police chief. The
questionnaire specifically asked for information regading
police recruitment and selection practices in 1975.

Criminal Justice Policy and Administration

Research Series
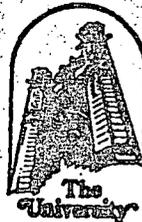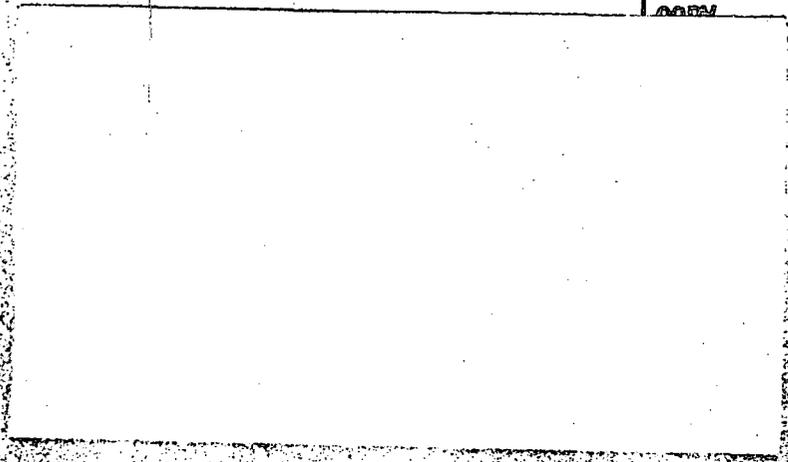
Bureau of Government Research

University of Oklahoma

Norman. Oklahoma 73069

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

Acknowledgements
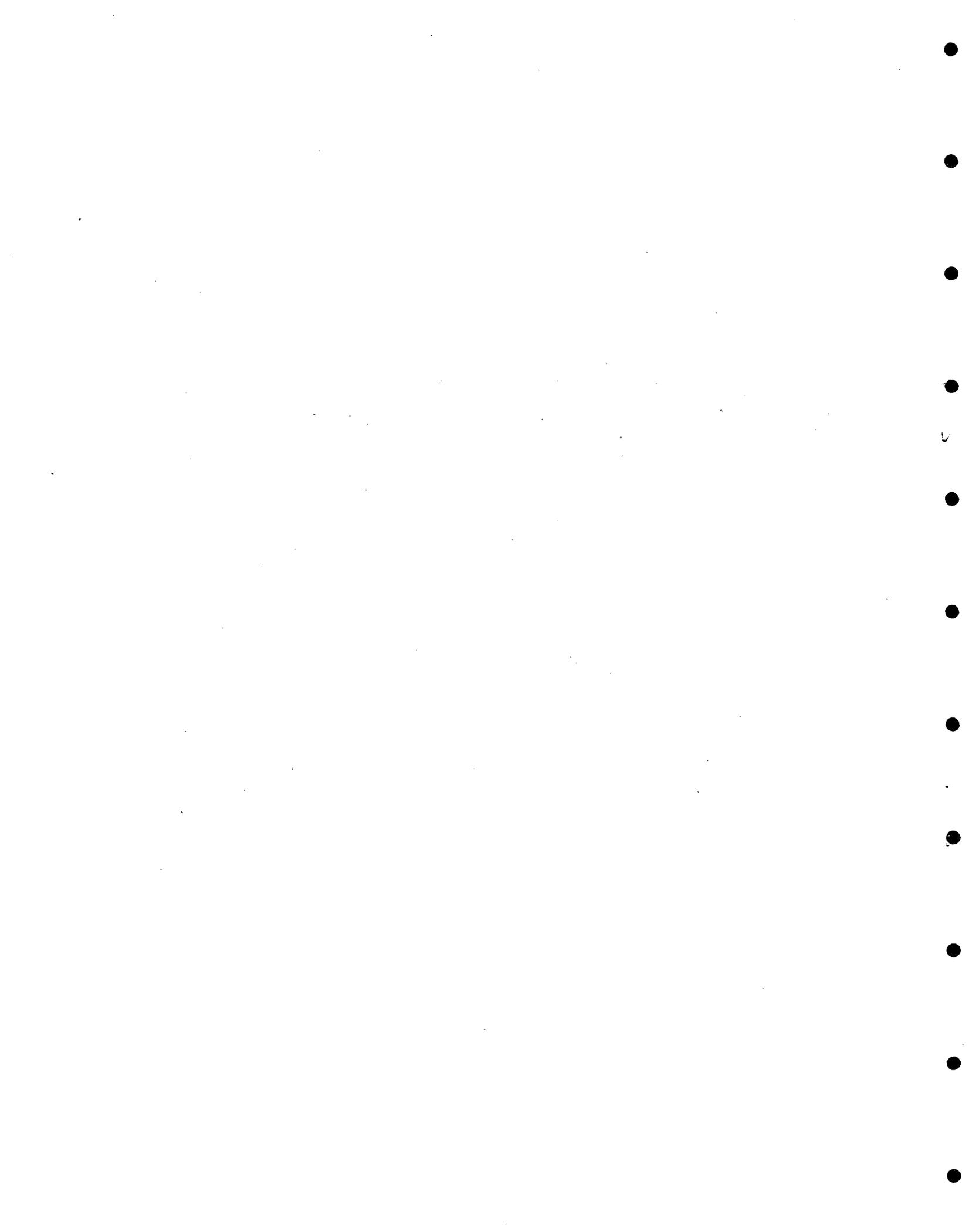
RECRUITMENT AND SELECTION PRACTICES
IN OKLAHOMA POLICE DEPARTMENTS

Introduction

Law enforcement in the 1970s has become increasingly sophisticated
and demanding. In recognition of this, police departments throughout
the country are attempting to improve the calibre of those they hire.
Employment standards are being reexamined and recruitment efforts are
being expanded in an attempt to attract and employ the best personnel
available. Unlike the selection practices of previous decades, fairly
stringent criteria are now in rather widespread use among U.S. police
departments.

The new emphasis on specific selection criteria in municipal police
recruitment has been dictated by several social changes. First, the late
1960s and early 1970s brought civil disorder and violence which created
broader problems for law enforcement. These new demands combined with an
increase in reported crime led to more public awareness of the need for
highly trained and competent officers to deal with the problems. Second,
the Johnson administration commissioned an evaluation of the administration
of justice and law enforcement in the U.S. This assessment resulted in
several reports aimed at improving the quality of law enforcement and the
personnel associated with it. Third, the rapid technological developments
in the scientific community have expanded the scope and complexity of
police work. Although training is one way to meet this new challenge, it
is becoming increasingly apparent that new recruits must possess certain
qualities prior to the initiation of training. From a practical perspective
a fourth reason is the financial burden associated with attrition. Police

1
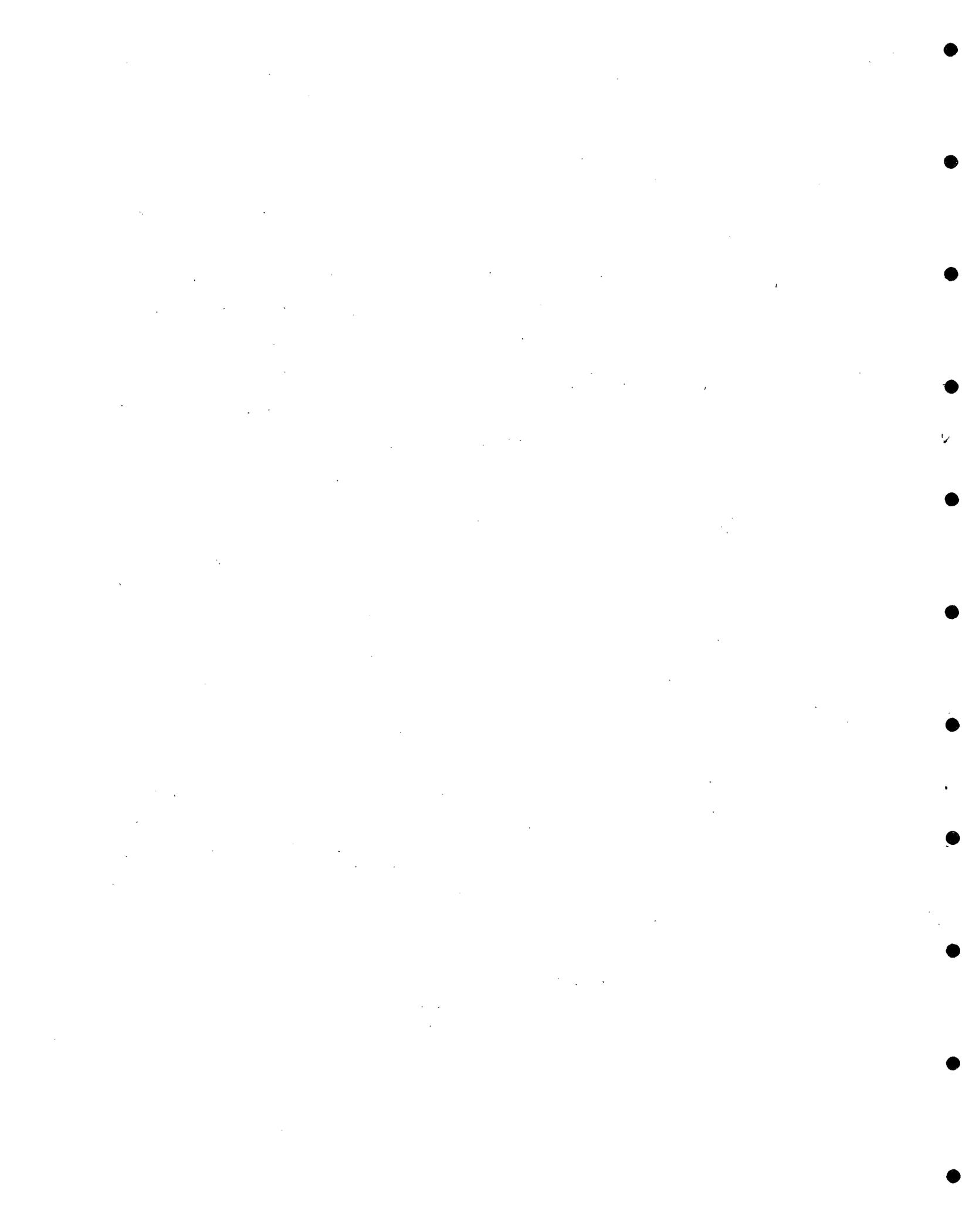
departments are attempting to reduce the costs associated with the training of new officers resulting from excessive turnover unrelated to retirement. There exists a growing awareness that attrition can be reduced by selecting a certain kind of person to be a police officer. Finally, the era of professional law enforcement has also dictated part of the rationale for using better selection practices. The professionalization of the law enforcement community is enhanced by the assimilation of new officers who have attitudes and characteristics consistent wth the police profession. Thus, quite often one finds the local Fraternal Order of Police (F.O.P.) bargaining for more stringent hiring practices to maintain the professional quality of its ranks.

The International Association of Chiefs of Police (I.A.C.P.) has periodically conducted surveys of recruitment and selection practices in the nation. Its most recent study was completed in 1973 (Eisenberg, Kent and Wall, 1973) and included 688 state, county, and municipal agencies.

The present study was conducted in the state of Oklahoma among cities with populations of 10,000 or more. A letter (Appendix A) with a questionnaire (Appendix B) was sent to each of 34 cities from the office of the Norman, Oklahoma police chief. The questionnaire specifically asked for information regarding police recruitment and selection practices in 1975. The response to the questionnaire was reasonably good after two mailings. Of the 34 cities, 25[*] or 73.5 percent responded with at least partial information.

---

[*] Cities responding were: Altus, Bartlesville, Broken Arrow, Claremore, Duncan, Durant, Enid, Guthrie, Lawton, McAlester, Miami, Midwest City, Moore, Muskogee, Norman, Oklahoma City, Ponca City, Sand Springs, Shawnee, Stillwater, Tulsa, Warr Acres, Woodward, and two cities which did not identify themselves.
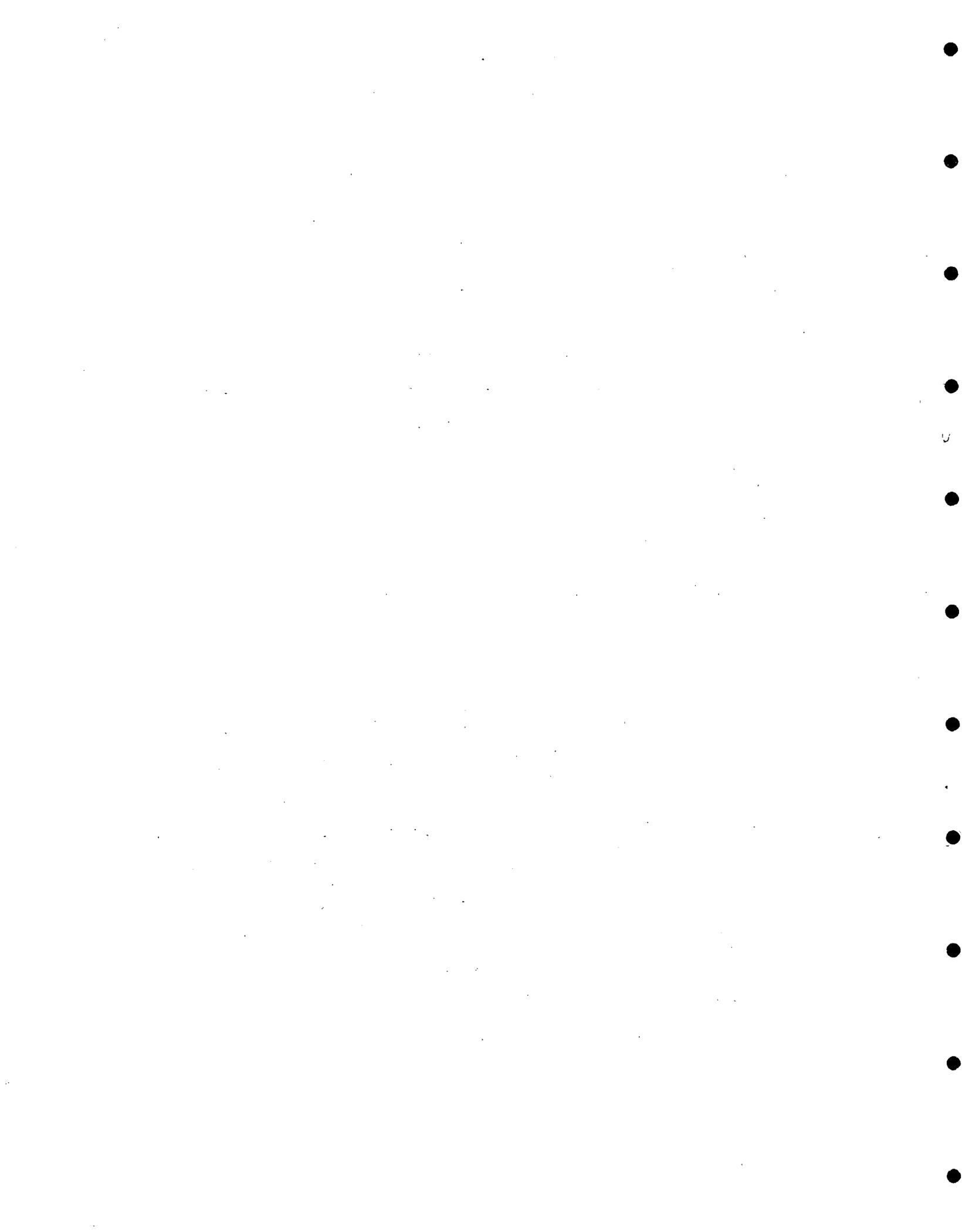
Before proceeding to a discussion of the survey results it should be noted that survey research does have certain limitations. The problems may range from a low response rate (not encountered here) to the non-response of some agencies. In addition, the researcher must rely upon other people (e.g., the various police departments) to collect the data for him. Finally, one must assume that the data supplied are accurate.

For purposes of adding a certain degree of structure to the analysis, a diagram of the recruitment cycle is presented in Figure 1. Initially, the department must make decisions concerning the how-and-what of recruit selection. Decision-making at this level involves the areas of recruit-ment notices, media selection, establishment of standards and criteria, types of exams and so forth. This is viewed as a pre-step to the actual recruitment process. Each of the succeeding six steps, ending in selection, are discussed in detail in the pages to follow.

Recruitment

Not much research has been done in the area of police recruiting. The existing studies have usually been part of larger research projects involving overall personnel selection methods. One recent study found that in most agencies the number of applicants far exceed the available positions and thus no active recruitment process is attempted (Porter and King, 1972). Those cities which did conduct "active" recruitment usually made use of the local newspaper. Baker and Danielson (1974, p. 67) point out that advertising can be aided by the use of advertising agencies which are better able to identify the media that can reach the right audience. They note the importance of reaching those groups, via tele-vision and radio, whose members may not read newspaper want-ads. Recruitment

Phase 4:
Testing

Phase 5:
Background
Investigations

Phase 3:
Selection Criteria
Screening

POLICE
RECRUITMENT
and
SELECTION
PHASES

Phase 6:
Oral Boards

Phase 2:
Recruitment
Announced

Phase 7:
Selection

Phase 1:
Recruitment/Selection Decision-making

(Training)
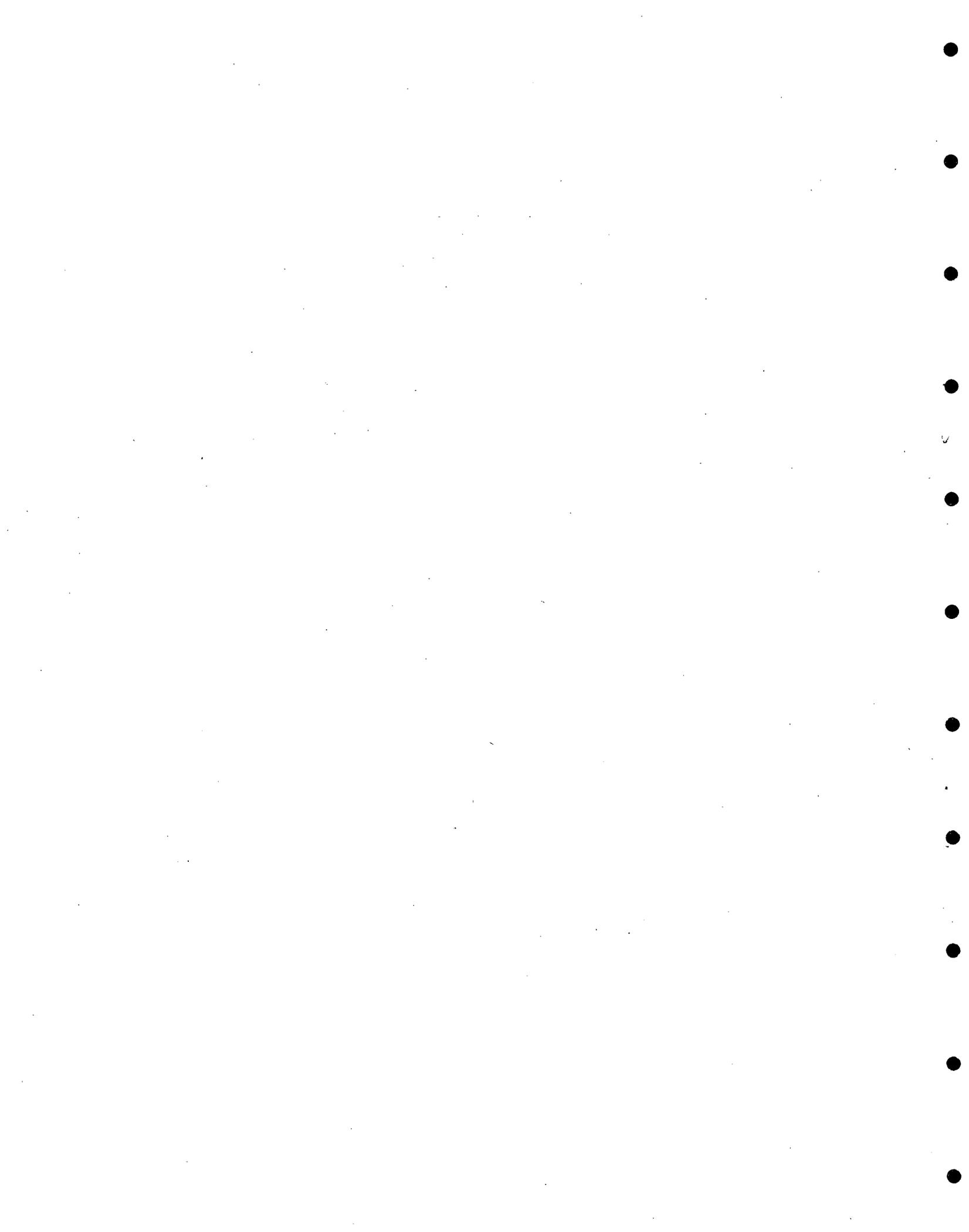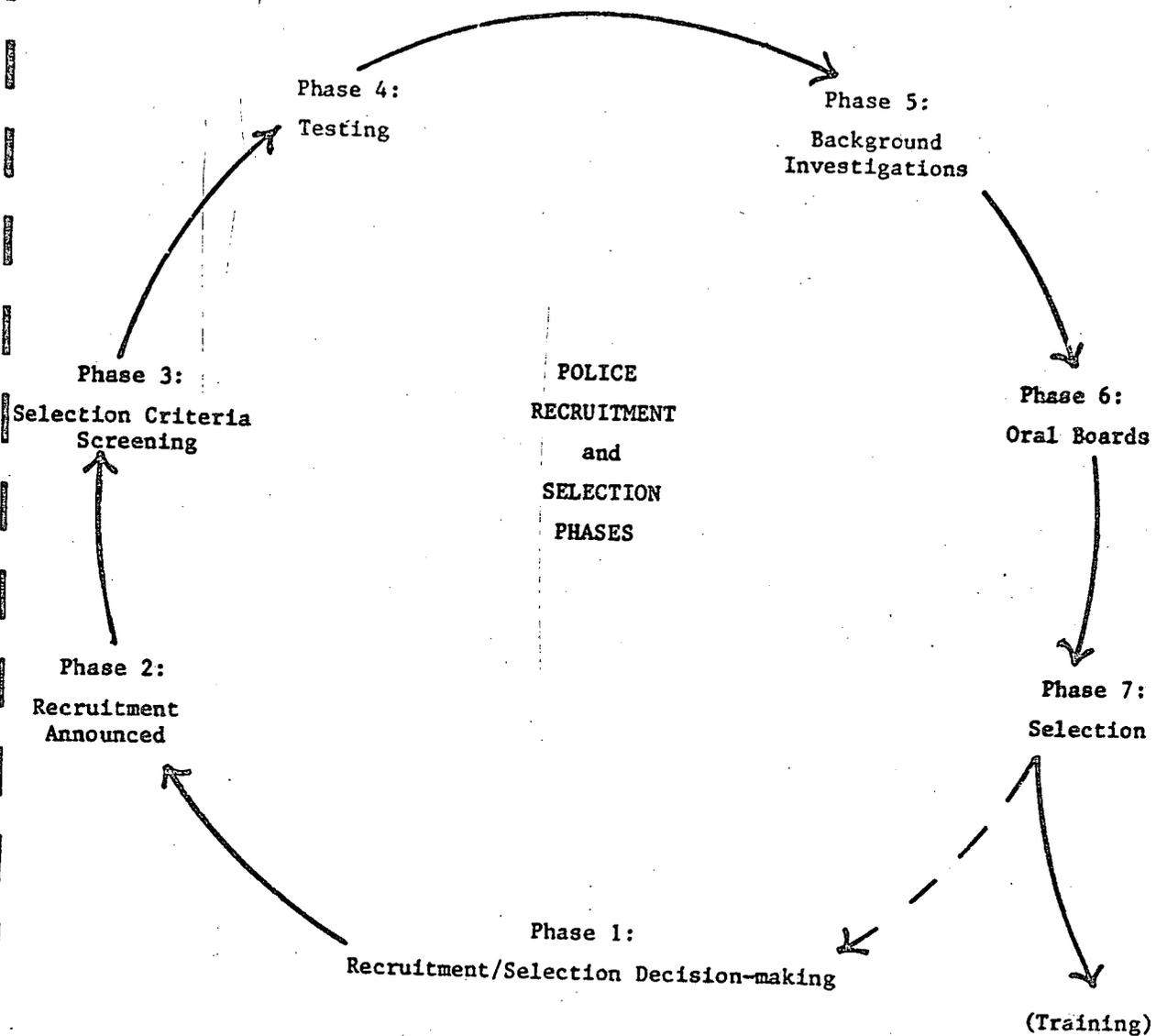
Figure 1.   The Recruitment Cycle in Police Departments: Seven Phases
Leading to Recruit Selection
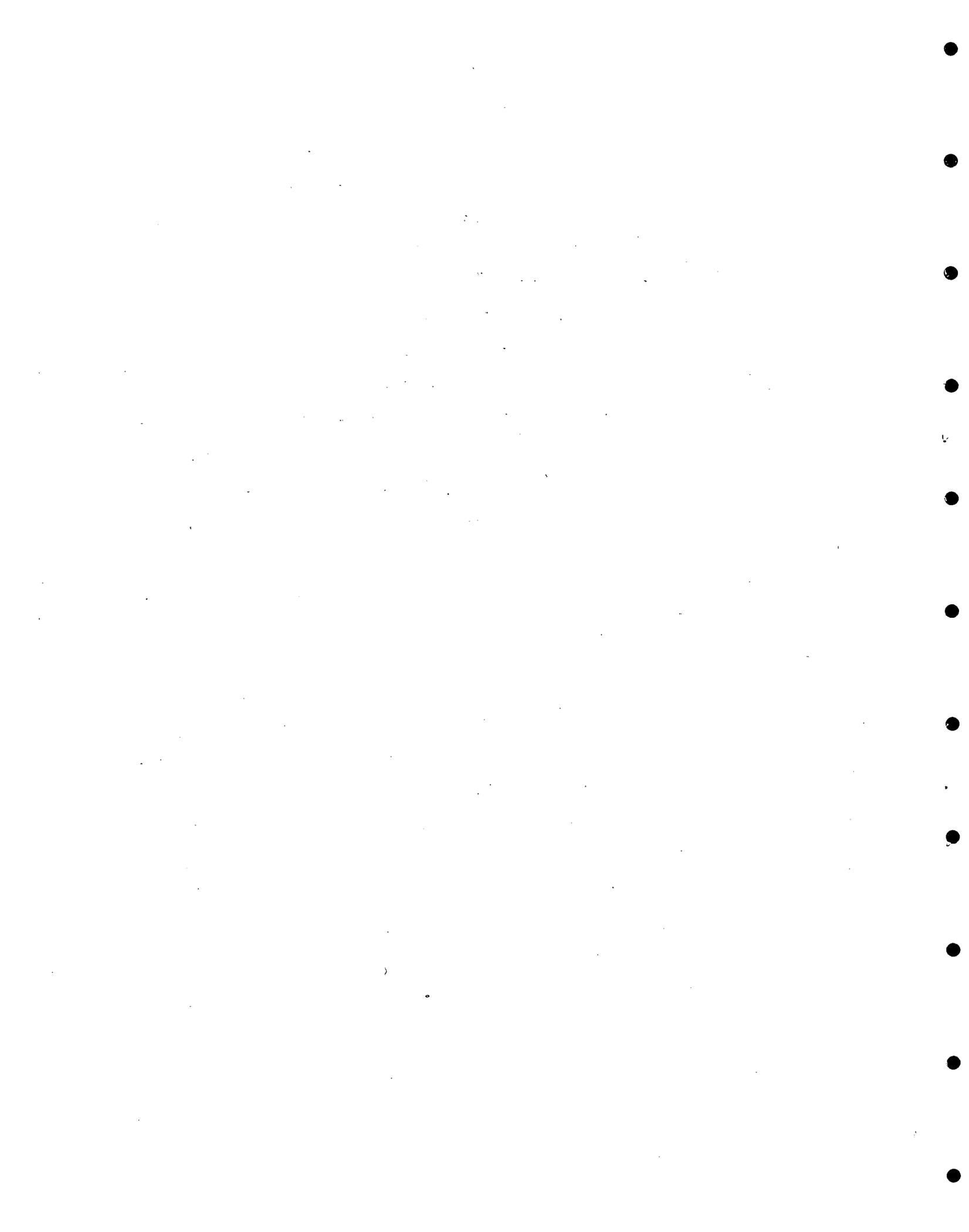
efforts cannot be fruitful, they observe, if the employment standards are low, include unfair criteria, or have requirements which are not necessary.

How do police departments publicize job openings? Which media allow personnel administrators to reach the widest audience? These questions are addressed in the second phase in the recruitment cycle. In a study involving 688 law enforcement agencies Eisenberg and associates (1973) found the following recruitment practices employed most often: want-ads in local newspapers, recruiting at schools, referrals from police employees, and job announcements issued with at least a four-week filing period. They also learned that larger agencies were more likely to use a greater variety of techniques than the smaller agencies and that they made better attempts to recruit females.

Recruitment has at times been a problem in smaller police departments. Often active recruitment is not necessary as the department is able to fill vacancies with competent personnel from the community who learn of the opening from the report of the city council meeting or through some comparable public notice. Or prospective employees may hear of an opening by word of mouth from friends or neighbors. A good number of these smaller agencies lack the financial resources to conduct an active recruitment program which would enhance the variety and quality of applicants. In an attempt to address the problems encountered by smaller agencies, Leonard (1970) suggests a way to modernize and equalize the recruitment process. Because of the better practices employed by large cities, he believes that states should pool resources to establish a stat -wide effort of recruitment that would aid the smaller departments who normally are saddled with a limited field of applicants (p. 17).
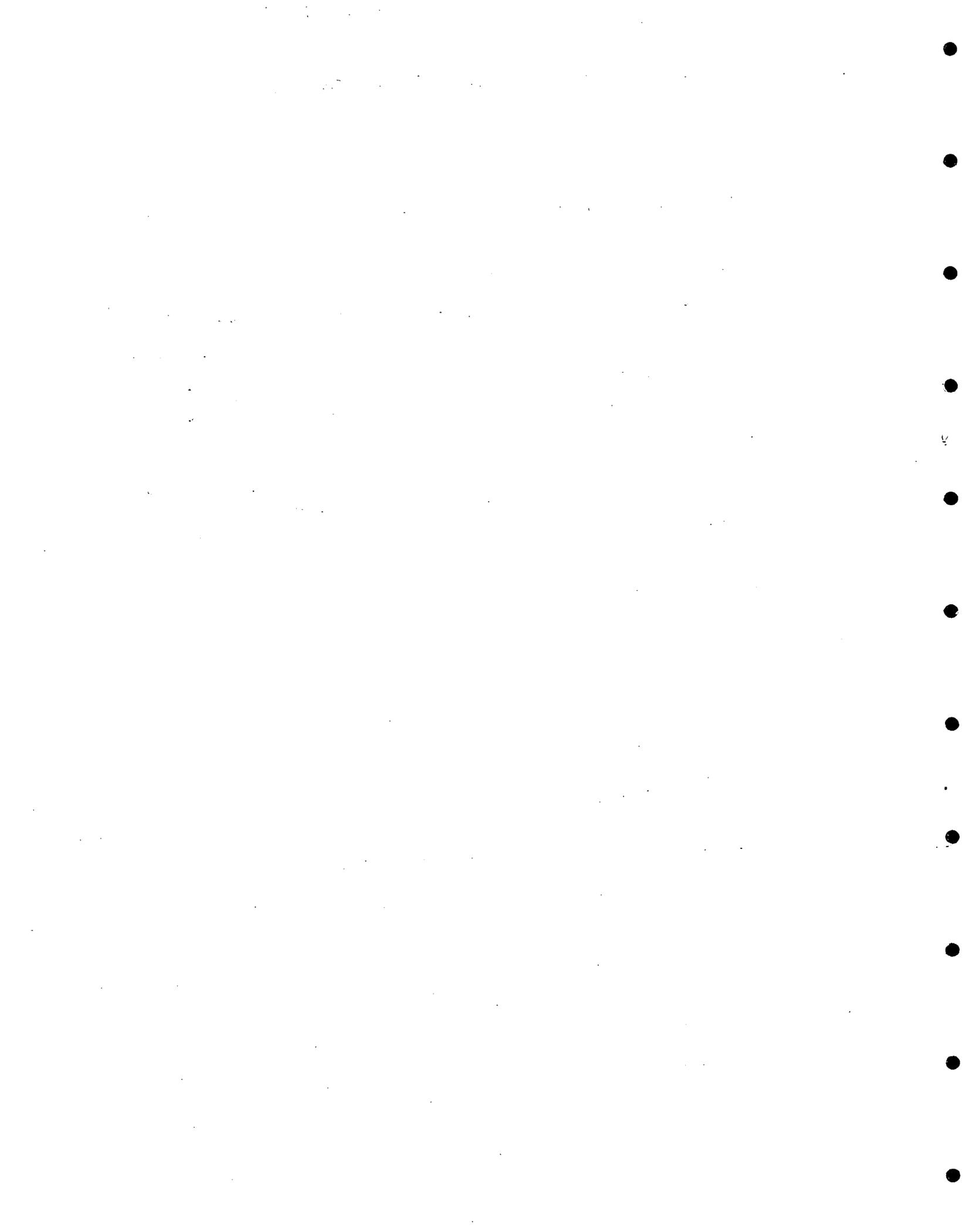
In the survey of Oklahoma police departments it is evident that most rely upon some form of local media to advertise job openings. Table 1 shows that the largest proportion of the cities (20%) use local paper articles and want-ads. A slightly lower proportion (16%) include radio ads in their recruitment efforts. An equal proportion of the cities (12%) have gone to either television or state-wide publications to further their efforts. Very few cities—only eight percent—attempt any nation-wide recruitment.

Table 1.   RECRUITMENT EFFORTS OF SELECTED OKLAHOMA POLICE DEPARTMENTS
            FOR CITIES OF 10,000 OR MORE POPULATION IN 1975 (N = 25)

Effort	Percent
Local Newspaper	20
Local Newspaper and Radio	16
Local Newspaper, Radio, and TV	12
Local and State-Wide Advertising	12
Local, State, and National Advertising	8
Not Stated	32

Although most of these cities engage in some form of active recruitment via the available media, a relatively large proportion of the agencies (32%) indicated no active recruitment program. There is evidence that this trend has not been altered in several years and supports some of the earlier research which found a sizable number of agencies doing nothing more than selecting their recruits from the pool of applications already on file.
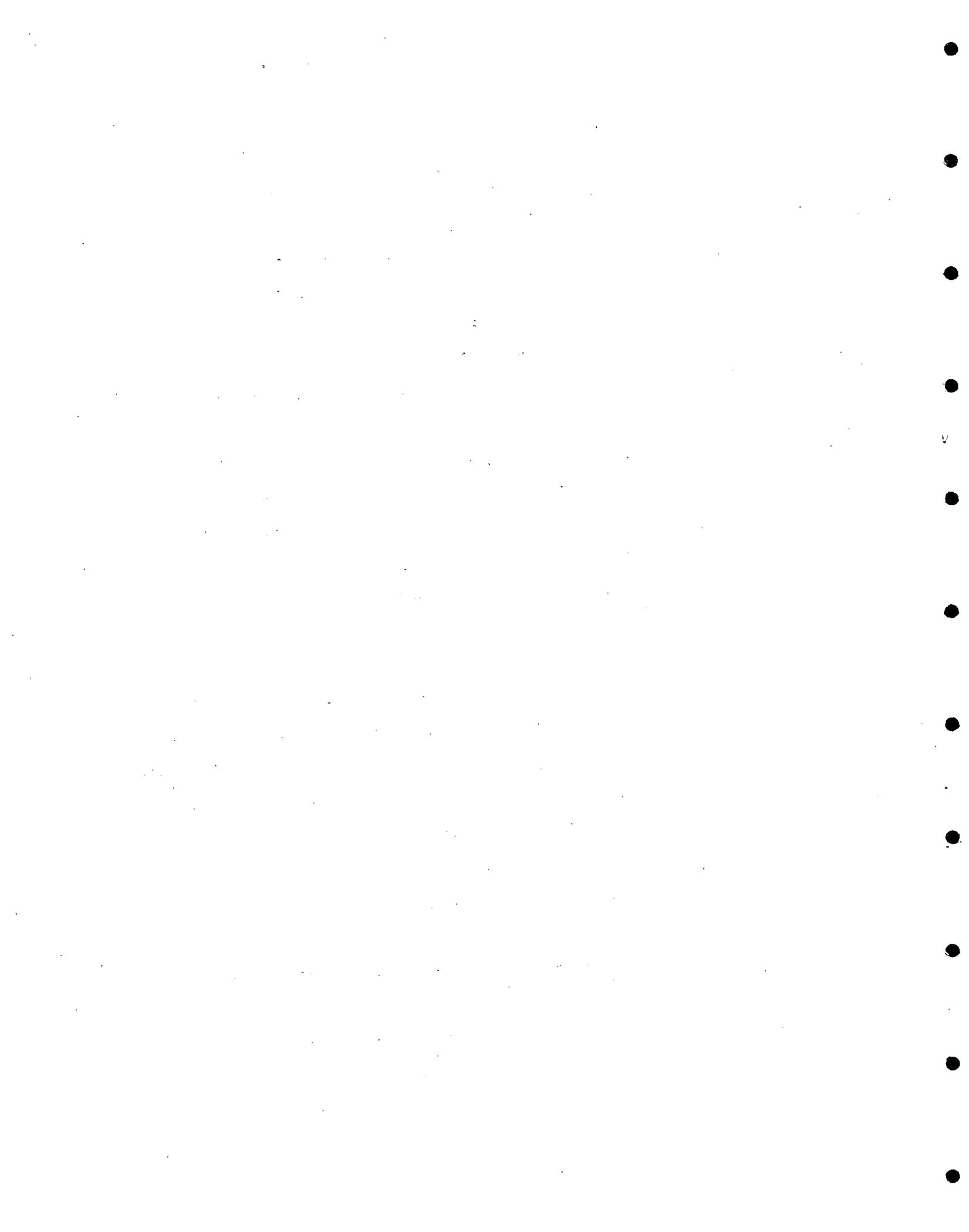
The earlier national study conducted by Eisenberg and others in 1973 noted that differences in recruitment efforts exist based upon city size. Table 2 breaks down the present study's responding agencies by city population groups. From this table it is clear that only in the larger cities (over 50,000 population) are there nation-wide recruitment efforts. The smallest cities (10,000 to 25,000 population), on the other hand, rely nearly entirely on local forms of advertising such as the newspaper and radio. In fact, exclusive reliance upon local newspapers was uniquely characteristic of this group of cities. However, the largest single proportion of these small cities (41.7%) indicated no active recruitment effort. These findings are consistent with the earlier national survey results (Eisenberg et al., 1973) which showed greater efforts by large cities and limited activity among smaller communities.

Selection

Having chosen the recruitment mechanisms and announced the job openings, the police planner has completed the first two phases of the recruitment process cycle. Now the policy-maker must direct attention to the important area of <u>selection criteria</u>. This second and more lengthy process is crucial to the success of the overall recruitment program. Quite simply, establishing poor criteria will lead to the hiring of poor police officers.

Blum (1964, pp. 200-201), has presented two reasons for the screening process in police departments.

> a) to determine whether or not each of the candidates possess the basic qualifications in sufficient degree to indicate probable successful performance of police duty, and
>
> b) to identify candidates that not only qualify for probationary assignment but also evidence a capacity for future development and application as middle-management and top-level administrative appointees.
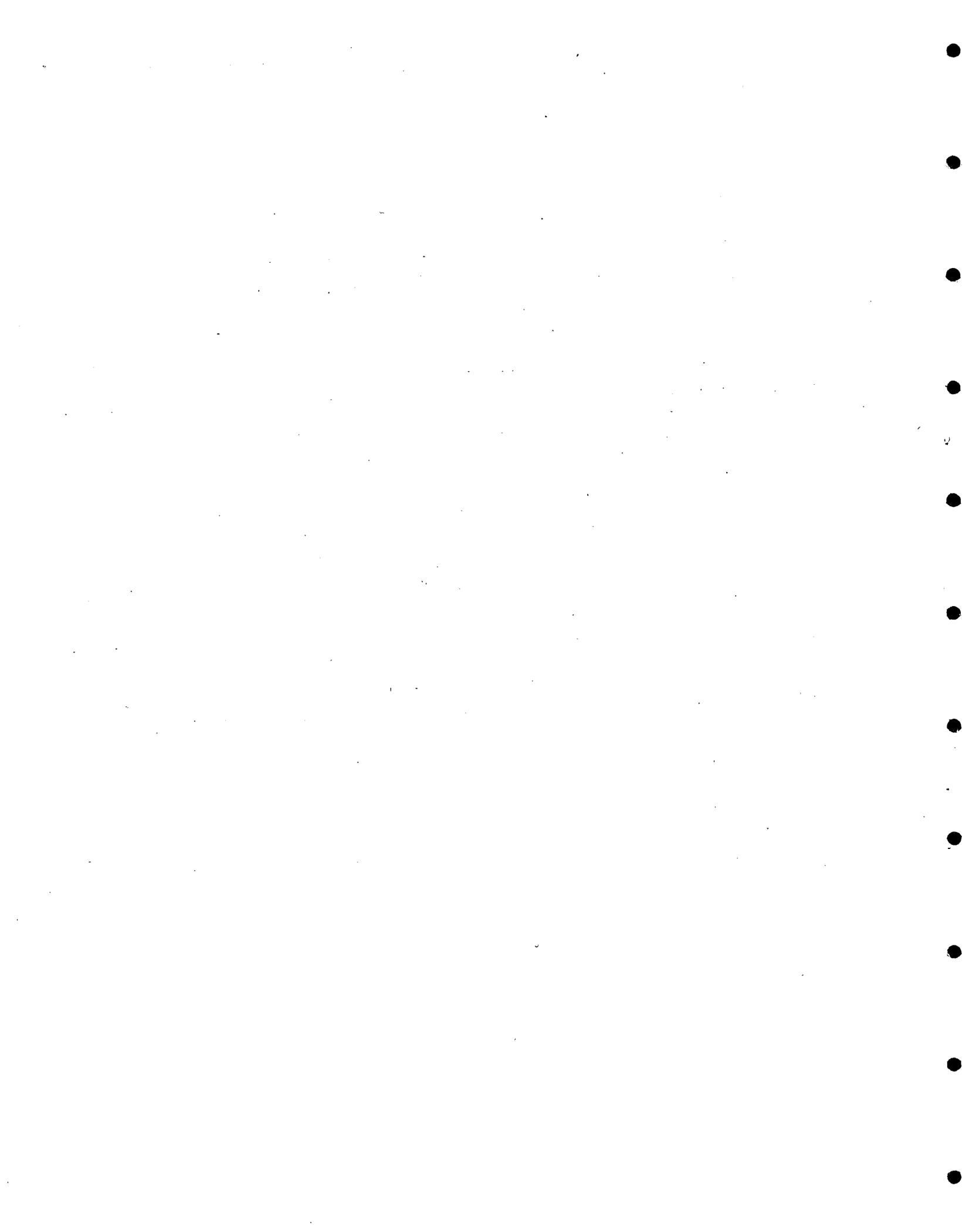
Table 2.   RECRUITMENT EFFORTS BY POPULATION CATEGORY OF SELECTED
            OKLAHOMA POLICE DEPARTMENTS IN 1975

Media	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
			Population Group		
Local Newspaper	(0)	(0)	(0)	(4) 33.3	(4) 17.4
Local Newspaper and Radio	(0)	(0)	(2) 33.3	(2) 16.7	(4) 17.4
Local Newspaper, Radio, and TV	(1) 50.0	(1) 33.3	(1) 16.7	(0)	(3) 13.0
Local and State-Wide Advertising	(0)	(1) 33.3	(1) 16.7	(1) 8.3	(3) 13.0
Local, State, and National Advertising	(1) 50.0	(1) 33.3	(0)	(0)	(2) 8.7
Not Stated	(0)	(0)	(2) 33.3	(5) 41.7	(7) 30.4
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0
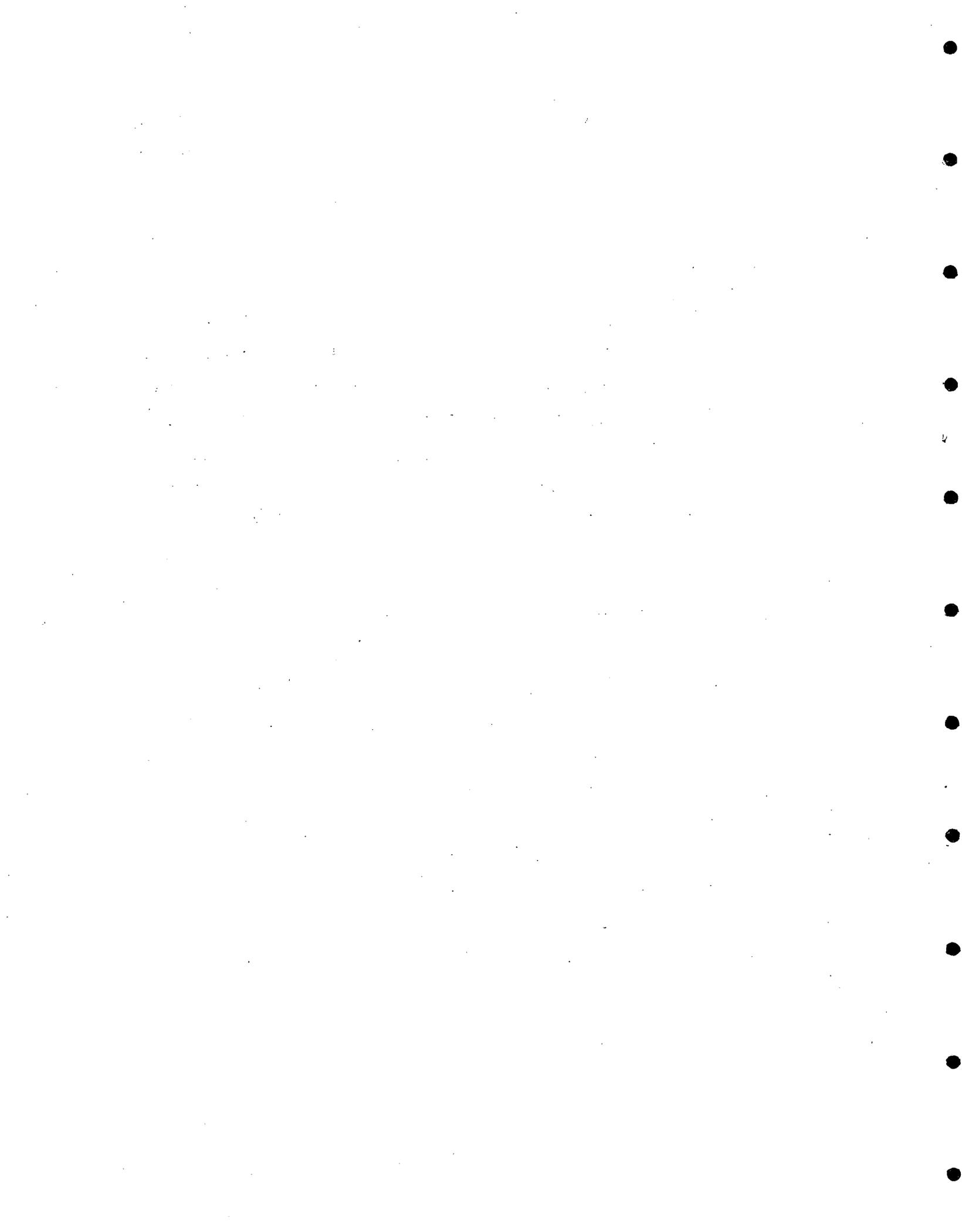
More recent findings, however, suggest that the traditional methods of police recruit selection are out of step with the dynamic character of police work. For this reason new approaches to the selection process have been offered.

Cronbach and Gleser (1965) have developed a model of the selection process which emphasizes the characteristics of the individual candidate, the criteria sought by law enforcement agencies, and a weighing of the desired criteria against the applicant's characteristics (Kuykendall and Unsinger, 1975, pp. 249-250; and Germann, 1963). A recent innovation in the selection process has been suggested by Gavin and Hamilton (1975) who recommend the use of assessment center methodology. The advantages in this process derive from the inclusion of psychologists, trained in assessment techniques, in addition to police officers and citizens thus providing a variety of opinions on the candidates.

Most departments have established certain minimum standards for all applicants. Wall and Culloo (1973) conducted a nation-wide study in which they found that 29 states had established minimum standards for all of their constituent agencies as of that date. In addition, many other researchers have recommended a variety of minimum standards following surveys of existing practice.

Many of the experts in the field of police personnel management have recommended minimum criteria regarding: age, education, height and weight, written test scores, background investigations, psychiatric screening, performance in oral boards, medical exams, and physical agility. The succeeding sections highlight various research conducted in these areas as well as the results of the current survey.
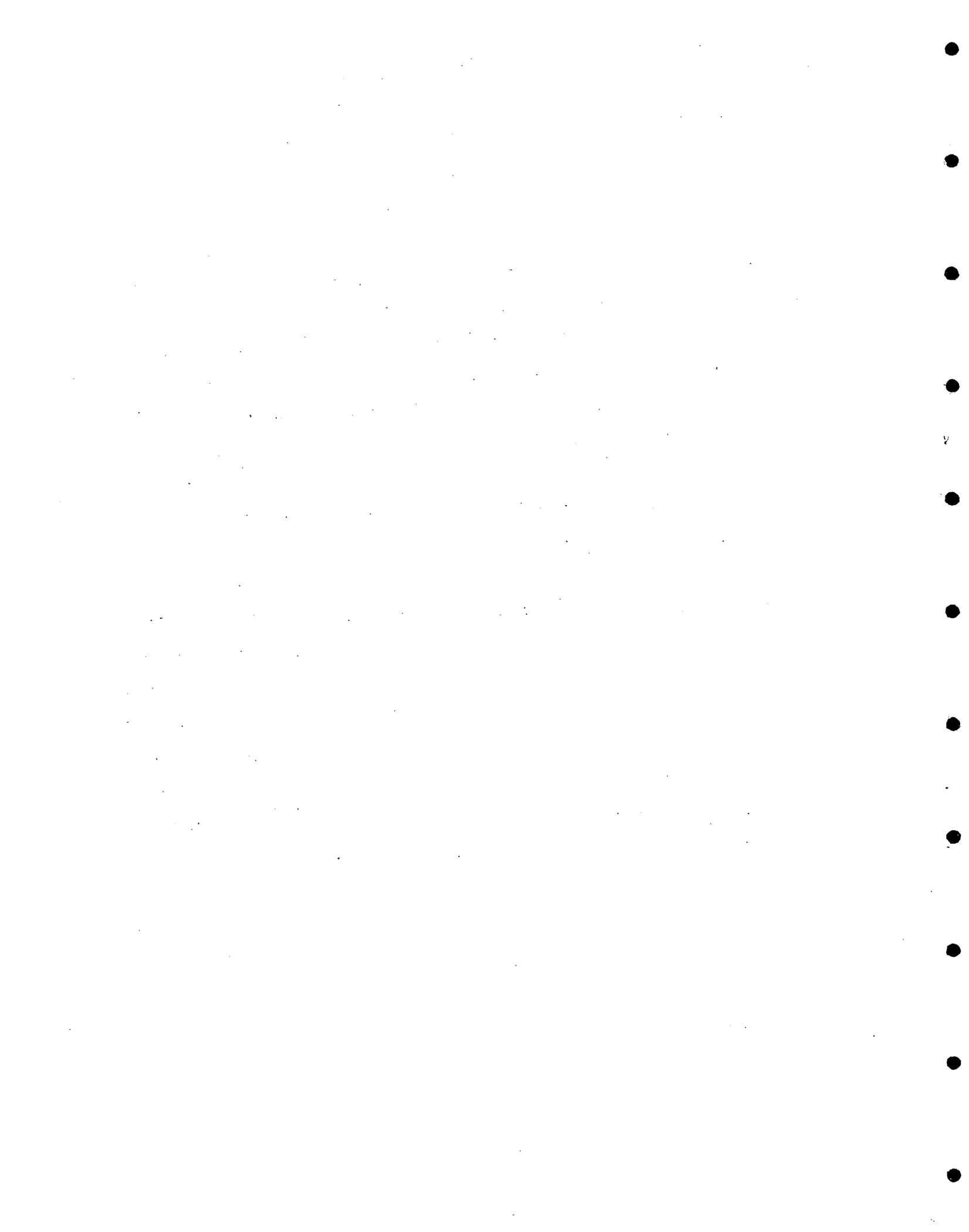
Age

The I.A.C.P. conducted early questionnaire surveys in 1956 and 1961 to determine the minimum selection standards in effect in various departments (O'Connor, 1962). In general, the cities required a minimum age of 21 and a maximum age for applying of 35. In the region of the country encompassing Oklahoma, about 25 percent of the cities were considering applicants over 35. In more recent surveys conducted in 1972, the minimum age range was found to be between 18 and 25, while the maximum range was between 25 and 50 (Eisenberg et al., 1973, p. 25). A project sponsored by the University of Oklahoma in 1972 found state-wide age requirements to be holding at 21 and 35 for minimum age and maximum age, respectively (Porter and King, 1972).

Table 3 contains the age standards used by the Oklahoma cities in the current survey. Similar to the findings of Porter and King, the vast majority of these cities (88%) require applicants to be at least 21 years old when making application. Another eight percent of the communities have slightly higher age standards ranging up to 25. Also in line with previous studies, we note that 35 is the modal choice as a maximum age for recruits. An equal proportion of the agencies (12%) require younger or allow older applicants. Considering applicants up to age 55 seems to be an exception both among the Oklahoma cities and in previous national surveys where 50 was the maximum range.
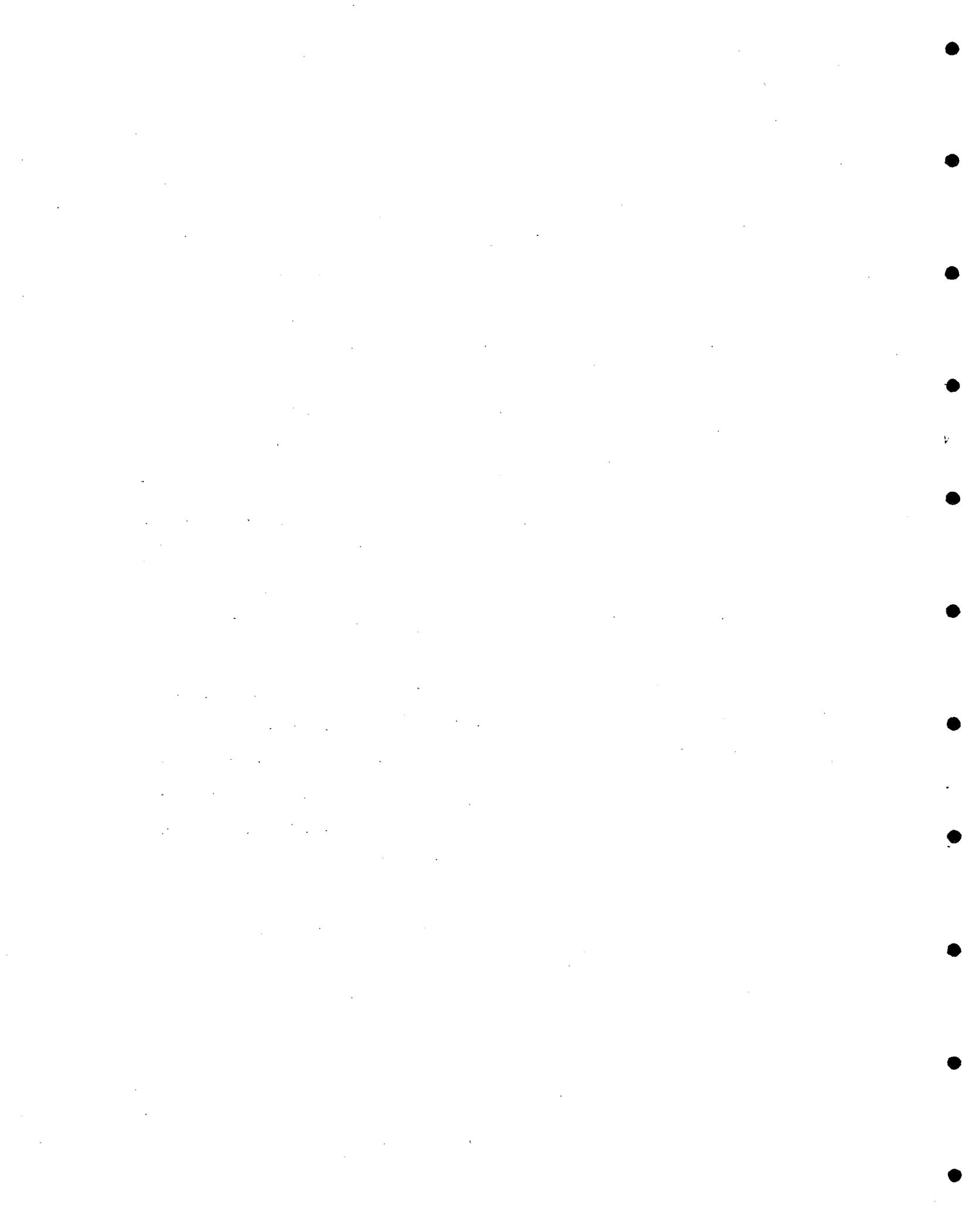
Table 3.   AGE STANDARDS FOR EMPLOYMENT IN SELECTED OKLAHOMA POLICE
            DEPARTMENTS FOR CITIES OF 10,000 OR MORE POPULATION IN
            1975 (N = 25)

Minimum Age	Percents
21	88
23-25	8
Not Stated	4
Maximum Age	
21-34	12
35	64
36-55	12
Not Stated	12

Table 4 indicates there is little variation in minimum age standards among cities of different size. One city in the 50,000 to 100,000 population range and one city in the 25,000 to 50,000 population range had slightly more stringent requirements--a minimum of age 23. There was greater variation in maximum age standards among the cities shown in Table 5. The largest cities in the state--Oklahoma City and Tulsa--did not consider applicants after age 34. In the 25,000 to 50,000 population category, 33.4 percent accepted applicants beyond the modal age group of 35. The greatest range among communities for this age standard occurred in the smallest cities where 21 was the youngest and 55 the oldest cut-off.

In sum, Oklahoma cities, as surveyed, have fairly uniform age standards which are roughly consistent with earlier national findings. The predominant minimum age standard is 21 and the maximum age 35 for applicants in these police departments.
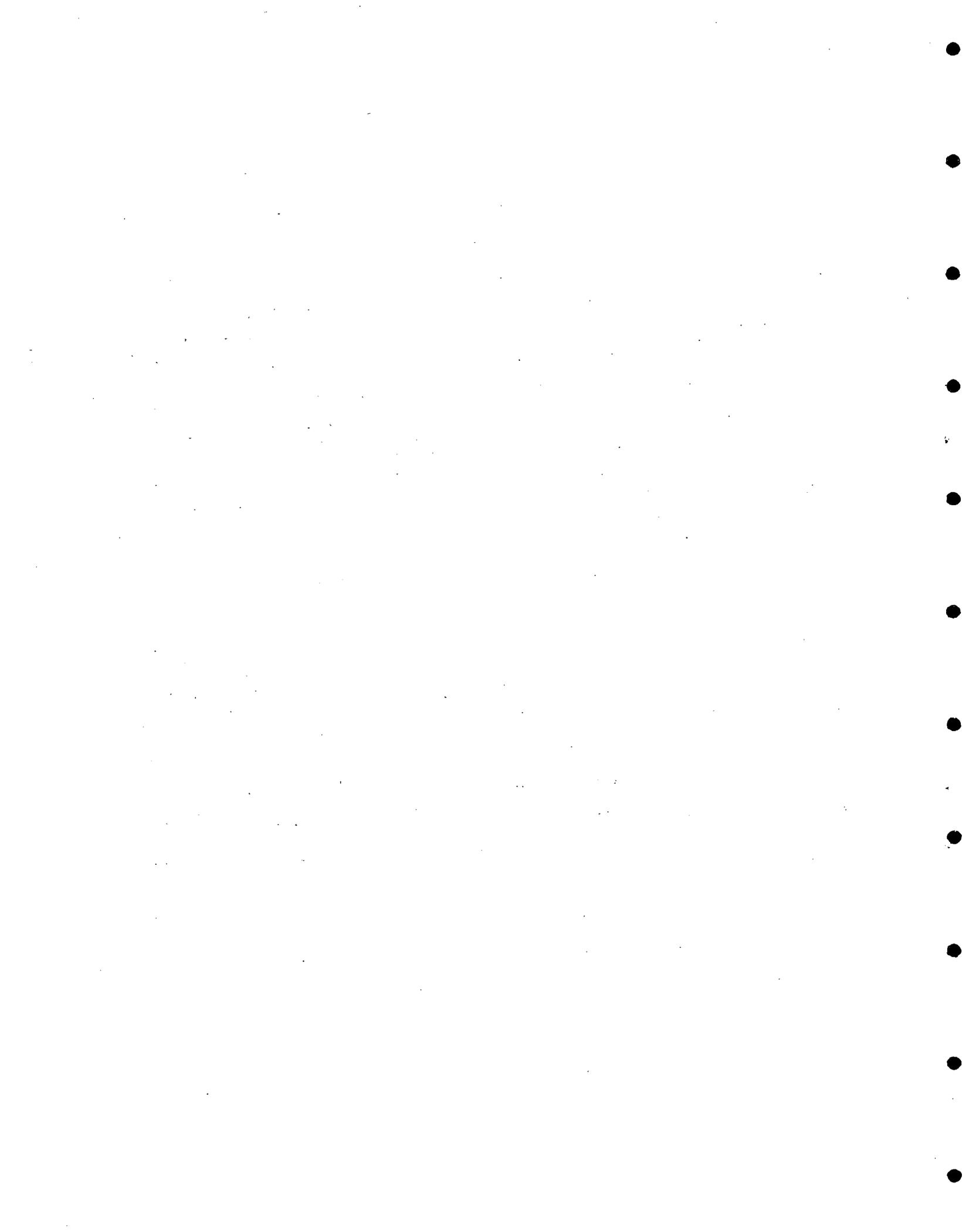
Table 4. MINIMUM AGE REQUIREMENTS BY POPULATION CATEGORY FOR SELECTED OKLAHOMA POLICE DEPARTMENTS IN 1975

Age	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
			Population Group		
21	(2) 100.0	(2) 66.7	(5) 83.3	(11) 91.7	(20) 87.0
23	(0)	(1) 33.3	(1) 16.7	(0)	(2) 8.7
Not Stated	(0)	(0)	(0)	(1) 8.3	(1) 4.3
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

Education

Among the most prevalent criteria for police selection is the high school diploma or GED equivalent. Law enforcement was characterized for many years as a job for the person who possessed a "strong back and a weak mind" (O'Connor, 1962, p. 11). By 1961, however, full high school education had become common to all regions except New England. Recent surveys reveal that nearly all departments have minimum education criteria with a growing trend toward education in excess of high school (Eisenberg et al., 1973, p. 17). Some departments, while not requiring a college education at the time of employment, do require the attainment of some college hours within a number of years of initial employment (Porter and King, 1972).

The use of educational standards and the role of the college educated in police work was addressed by the President's Commission on Law Enforcement in their 1967 report. This group called for the use and validation of intelligence tests in departments which required a high school diploma or
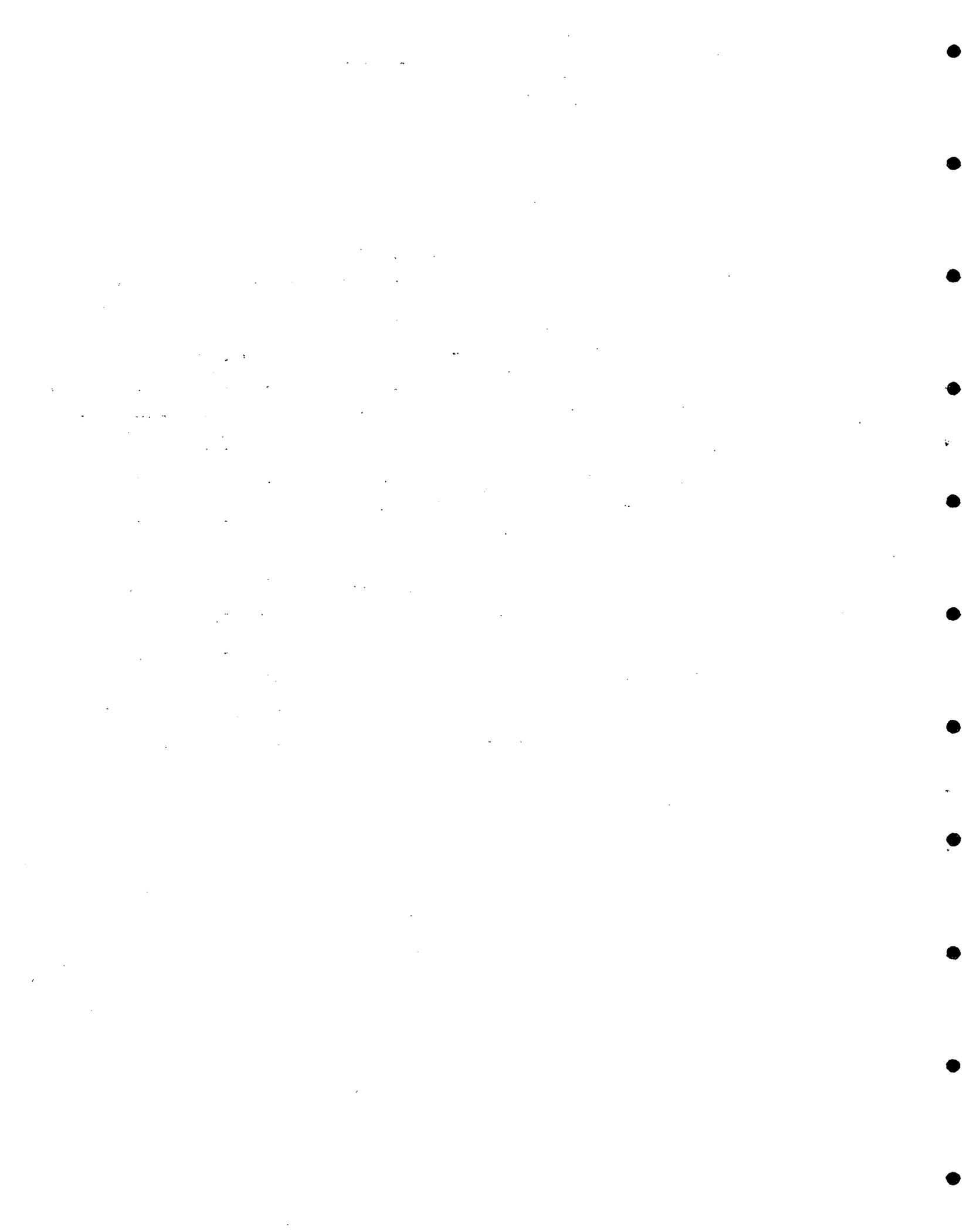
Table 5.   MAXIMUM AGE REQUIREMENTS BY POPULATION CATEGORY FOR SELECTED
            OKLAHOMA POLICE DEPARTMENTS IN 1975

Age	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
21	(0)	(0)	(0)	(1) 8.3	(1) 4.4
34	(2) 100.0	(0)	(0)	(0)	(2) 8.7
35	(0)	(3) 100.0	(3) 50.0	(9) 75.0	(15) 65.2
36	(0)	(0)	(1) 16.7	(0)	(1) 4.4
45	(0)	(0)	(1) 16.7	(0)	(1) 4.4
55	(0)	(0)	(0)	(1) 8.3	(1) 4.4
Not Stated	(0)	(0)	(1) 16.7	(1) 8.3	(2) 8.7
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

Population Group
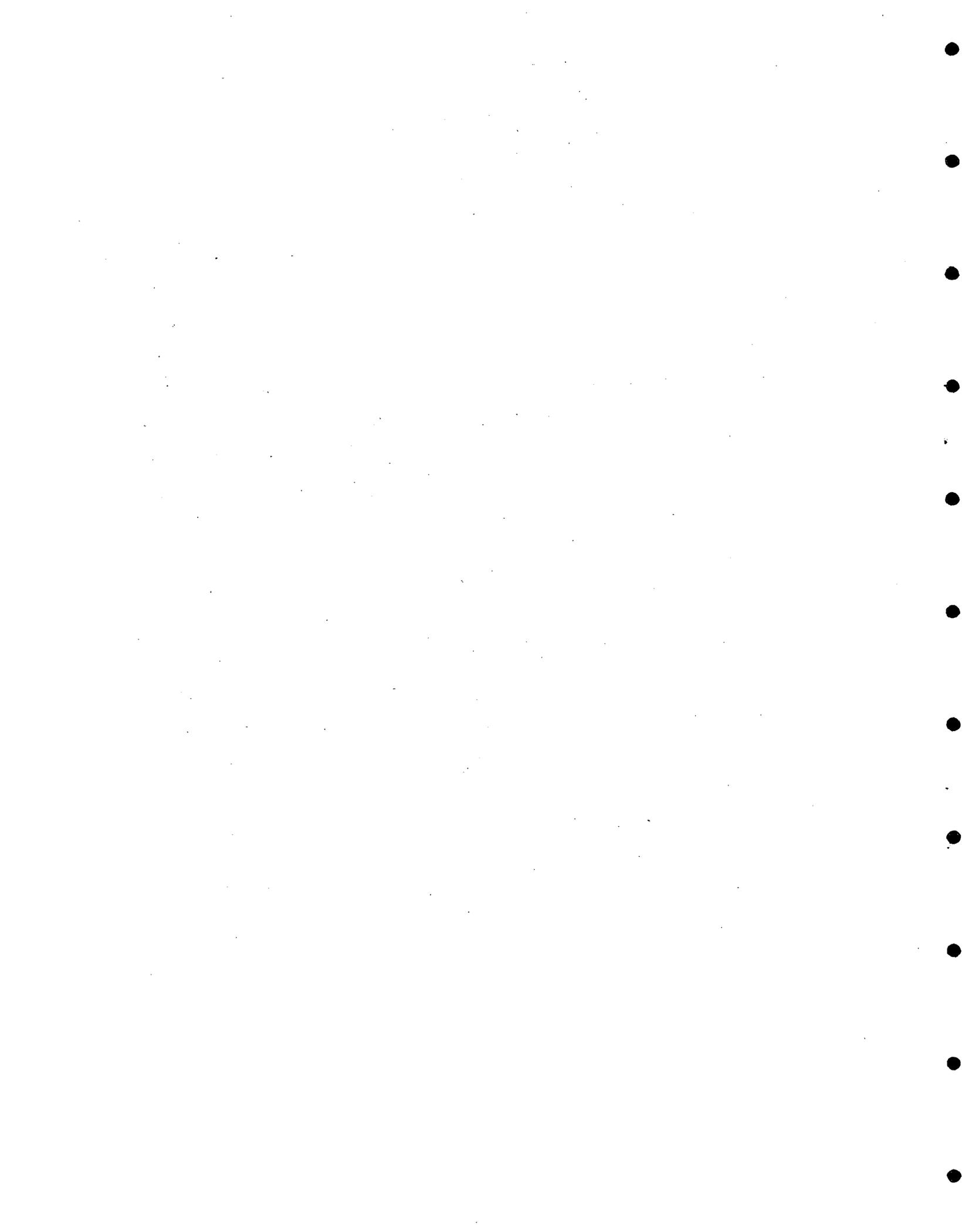
less. (Some suggested tests are the Wechsler Bellevue, the California Mental Maturity, and the Otis Quick Scoring Mental Ability tests.) (The President's Commission on Law Enforcement and Administration of Justice, 1967b, p. 128.) In addition, the report noted that college graduates are likely to be deterred from a law enforcement career because of the traditional starting point at the bottom of the rank-system. Special programs, according to the Commission, had to be implemented to attract and retain these people including pay, rating, and initial opportunities for interesting assignments. They further proposed that departments undertake programs which would provide incentives for attainment of a baccalaureate degree (The President's Commission on Law Enforcement and Administration of Justice, 1967a, pp. 107-109).

Baker and Danielson (1974, p. 65) found that police departments which have adopted standards beyond the high school level have been able to attract people to law enforcement who otherwise would not have applied. This, they note, results from the increased attractiveness of a position that has higher standards. Sparling (1975, p. 332) has also observed that police departments are beginning to raise minimum education requirements because of the belief that the emotional stability demanded of policemen is enhanced through college education. Other departments apparently believe that the virtues of a liberal education may, in conjunction with other variables, sustain a commitment to public service (Saunders, 1970).

In general, the movement toward higher educational standards is associated with the increased professionalization of the law enforcement community. Although this trend is gaining acceptance in many parts of the country and among departments of various sizes, the diffusion of this trend appears to be much slower in Oklahoma.
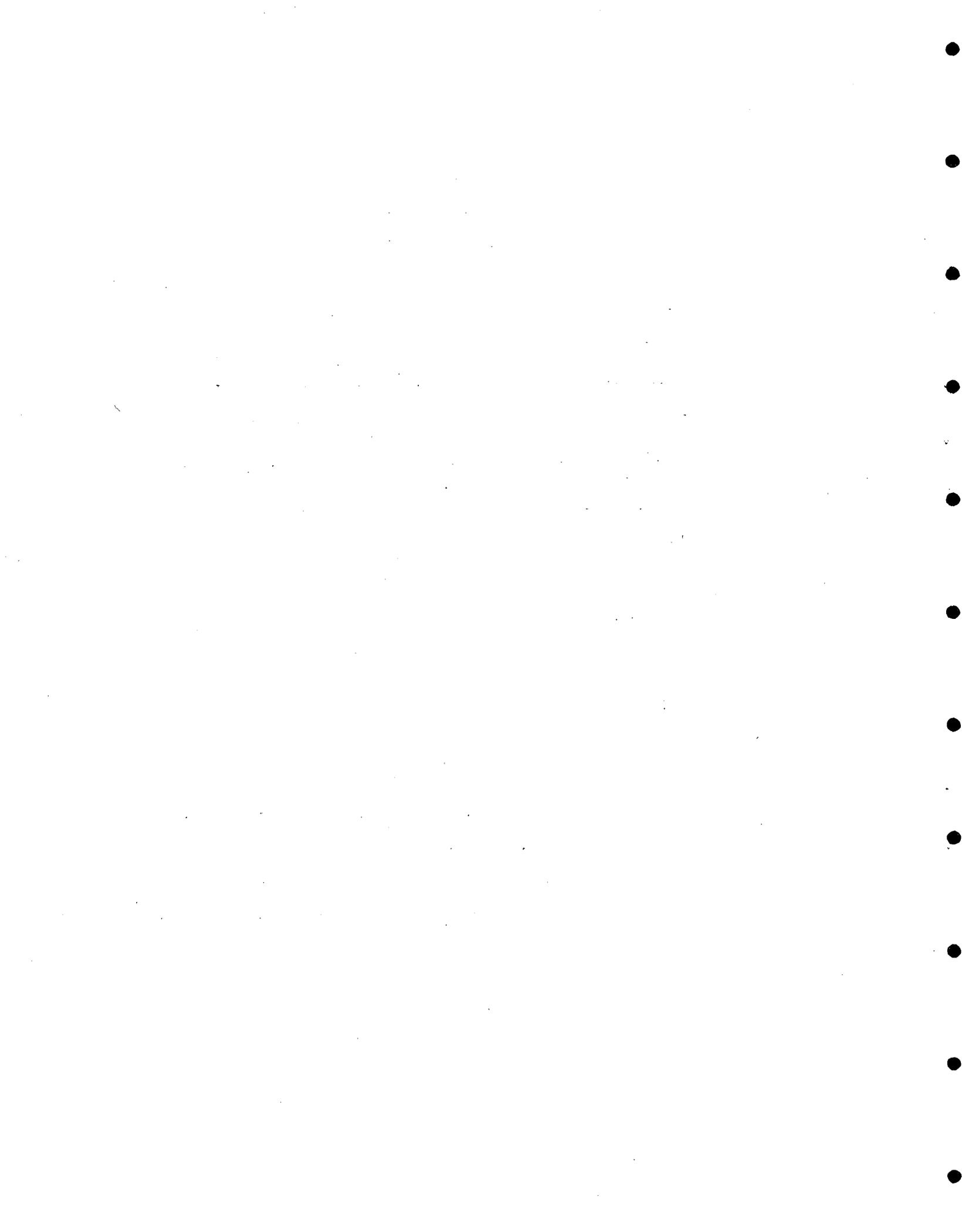
The high school diploma continues to be required by 96 percent of the Oklahoma agencies surveyed as shown in Table 6. The mode here is similar to that found by Eisenberg et al. (1973) and Porter and King (1972) in their national surveys. At the same time the need for college-educated officers is not considered a minimum standard of most departments; over 80 percent require no college training. There is some evidence that higher standards may be slowly gaining acceptance in the state; prior to 1974 not one agency required the equivalent of one college year.

Table 6.   EDUCATION STANDARDS IN SELECTED OKLAHOMA POLICE DEPARTMENTS FOR CITIES OF 10,000 OR MORE POPULATION IN 1975 (N = 25)

High School Diploma	Percent
Required	96
Not Required	4
College Hours Required	
0	84
18	4
30	4
Not Stated	8

Although only eight percent of the police departments are requiring any college, several of the responding agencies indicated that plans were underway to establish such criteria. In fact, Tulsa, which presently requires 18 college hours, has established an "escalating program." Under this new program an additional 18 hours will be required for each year after 1975--culminating in the requirement of 124 hours and a bachelors degree in police science, criminal justice, or a "police-related" field by 1982.
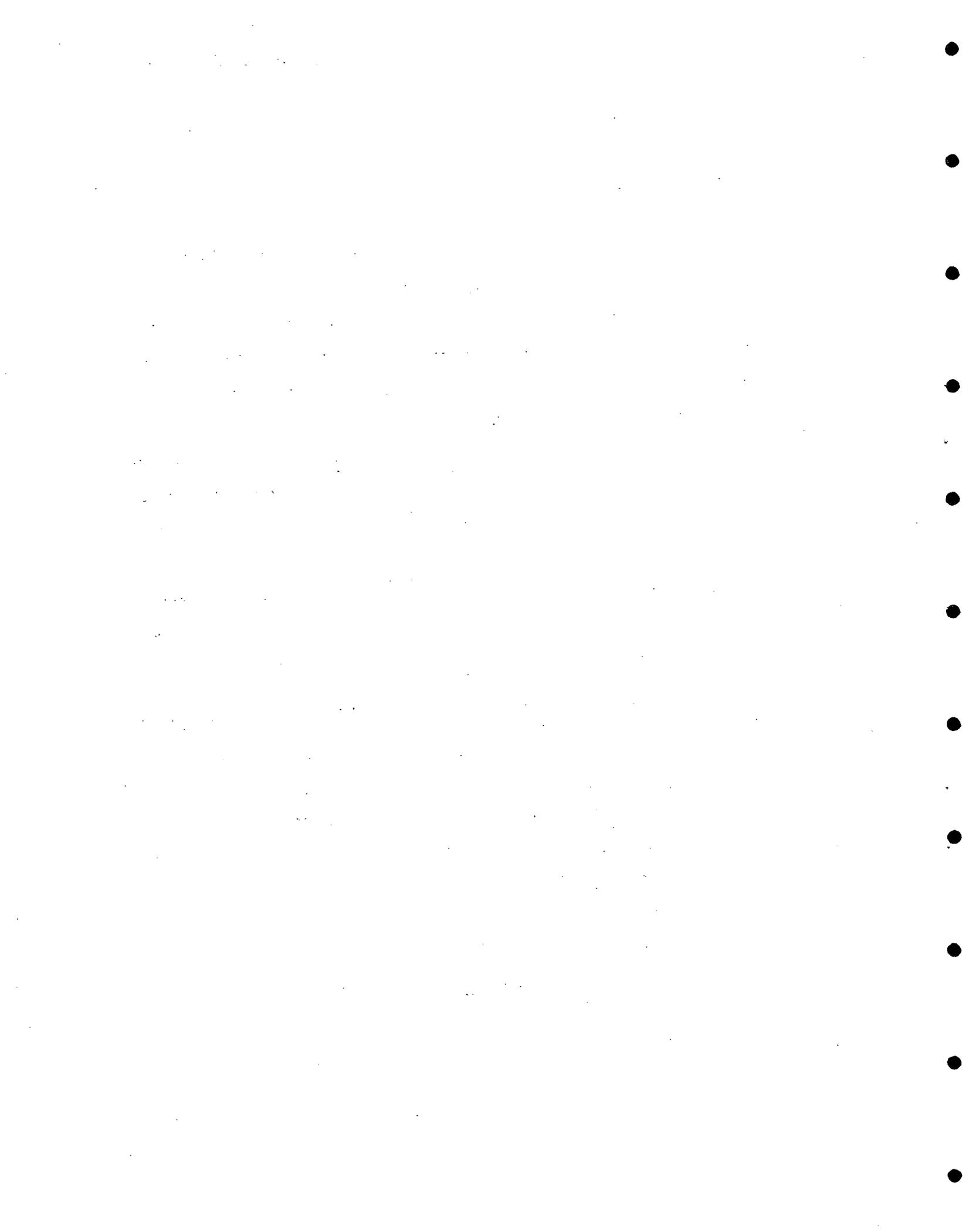
Physical Requirements

Height and weight requirements as well as minimum visual acuity are common features of selection standards. Although particular height or weight criteria are used, there is a growing trend toward proportional (weight to height) standards. Any rationale utilized to maintain a height requirement is based on what is at times referred to as the "psychological consideration of height" (Eastman, 1969). Testing this assumption with data on police assaults in 13 South Central cities, Swanson and Hale (1974) could find no reason to believe that height itself prevents assaults upon police officers. In much the same vein, a study by a group of psychologists led to the conclusion that no valid reason exists for the continuation of a height requirement (Talber et al., 1974).

Oklahoma police departments surveyed in this study have moved almost entirely to a proportional height/weight requirement. Table 7 shows 72 percent of the cities using a proportional requirement in 1975.

Table 7. PHYSICAL REQUIREMENTS IN SELECTED OKLAHOMA POLICE DEPARTMENTS FOR CITIES OF 10,000 OR MORE POPULATION IN 1975 (N = 25)

Height and Weight	Percent
Proportional	72
Other	4
Not Stated	24
Vision Requirements	
20/20 Corrected	68
Other	16
Not Stated	16
Rejection for Physical Disability	
Yes	72
No	16
Allow Exemptions	12
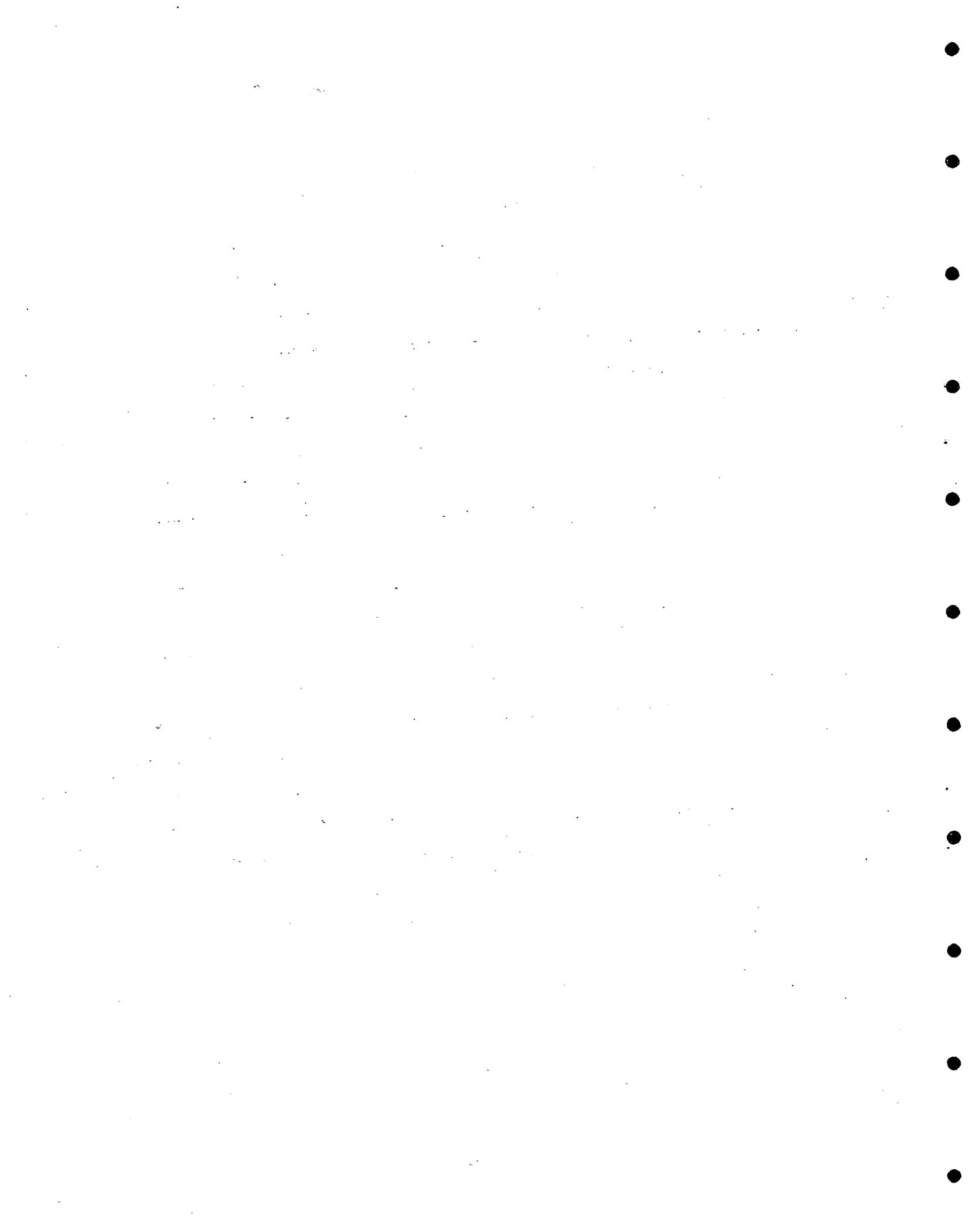
Vision requirements have slightly more variation among departments than the height and weight standards. Again Table 7 reveals that the majority of agencies (68%) require vision correctable to 20/20. These results are close to those obtained from other surveys where 20/20 correctable vision standards are the norm. The larger departments apparently pay more attention to such standards while the smaller agencies are apt to ignore them (Eisenberg et al., 1973, p. 71). In Oklahoma 25 percent of the smallest surveyed cities apparently were willing to hire recruits with visual acuity worse than 20/20.

A final comment on physical requirements concerns disabilities. It is generally assumed that physically handicapped or impaired individuals are not suited for police work. However, the need for competent personnel to work in "administrative" as opposed to "operational" areas of police departments has led to new opportunities for disabled persons. While not widespread as yet, 16 percent of the Oklahoma agencies do not reject disabled applicants, and 12 percent have specific exemptions. Although 72 percent of the departments will not consider disabled applicants, several respondents indicated that this flat-rejection is contingent upon the nature and severity of the disability. According to Table 8 one of the largest cities allows exemptions for disabilities. This would seem to be understandable given the potentially large number of positions that would not be in the operations area. Among the two smallest categories of cities, 33.3 percent of each indicated they might consider disabled applicants.
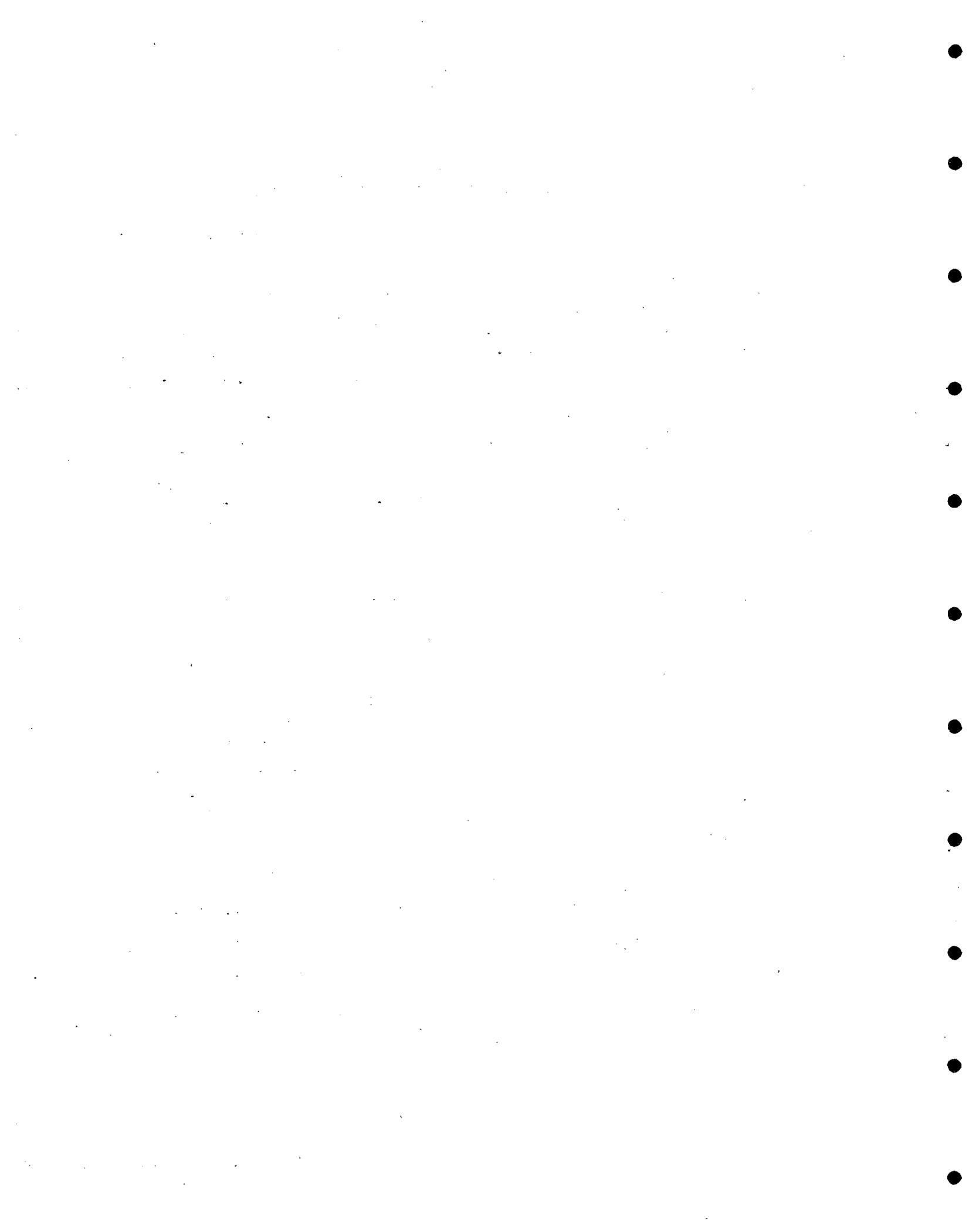
Table 8. REJECTION OF APPLICANTS WITH PHYSICAL DISABILITIES BY
POPULATION CATEGORY FOR SELECTED OKLAHOMA POLICE
DEPARTMENTS IN 1975

Rejection for Physical Disability?	Population Group				
	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
Yes	(1) 50.0	(3) 100.0	(4) 66.7	(8) 66.7	(16) 69.6
No	(0)	(0)	(1) 16.7	(3) 25.0	(4) 17.4
Allow Exemptions	(1) 50.0	(0)	(1) 16.7	(1) 8.3	(3) 13.0
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

Character

Moral character in combination with prior felony and misdemeanor con-
victions are further criteria used to evaluate police applicants. The
earlier I.A.C.P. studies noted that only the very large agencies (1,000 or
more employees) were likely to accept applicants with juvenile or adult
arrests or conviction records. Today very few municipal agencies (less
than 5%) will accept (or can accept under state law) convicted felons. At
the same time, juvenile offenders have an even chance of being accepted
(Eisenberg et al., 1973, p. 51).

Oklahoma is one of over 25 states today which have state standards
demanding "good morals" of all police employees (Wall and Culloo, 1973,
p. 427). In line with this mandate, 100 percent of the surveyed agencies
reject applicants who have been convicted of a felony. Misdemeanor and
traffic convictions constitute a different set of circumstances for most
agencies.
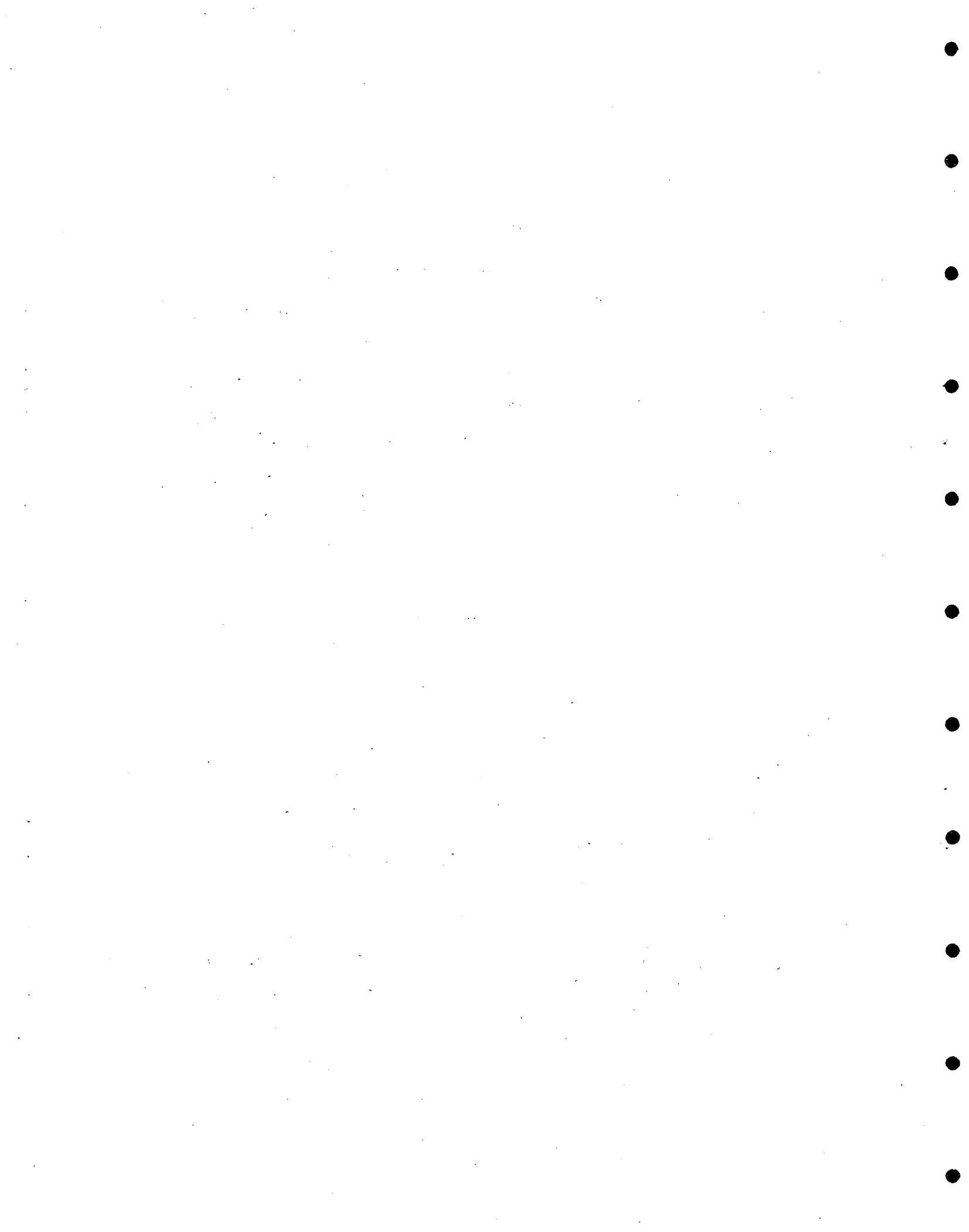
As presented in Table 9 it is clear that most Oklahoma agencies responding to this survey are not amenable to the employment of misdemeanor or traffic offenders. Twenty-eight percent automatically reject misdemeanor offenders, while 44 percent reject such applicants when they also reflect traffic offenses. Sixteen percent of the agencies left the door open to some applicants who may have non-felony convictions in their background, but only 12 percent will consider these applicants regardless of such a background. This is much less consideration for misdemeanor offenders than might be found nation-wide. For example, Porter and King's (1972) analysis discovered 50 percent of the agencies reject misdemeanors, and only two percent reject adults with moving traffic violations.

Table 9.   REJECTION OF APPLICANTS FOR MISDEMEANOR AND TRAFFIC OFFENSES IN SELECTED OKLAHOMA POLICE DEPARTMENTS FOR CITIES OF 10,000 OR MORE POPULATION IN 1975 (N = 25)

	Percent
Reject All Misdemeanor Offenders	28
May Reject Misdemeanor Offenders	16
Reject Misdemeanor and Traffic Offenders	44
Do Not Reject Applicants for Misdemeanor Offenses	12

From a comparative population perspective, a greater proportion of the smallest cities in Table 10 reject all misdemeanor offenders than occurs in any other population group. Fifty percent of the cities between 10,000 and 25,000 reject all such applicants, and another 25 percent reject traffic offenders, while most of the remaining population categories also follow this practice. Those cities which do entertain such applicants have populations under 50,000 and represent the smallest proportion of the communities.
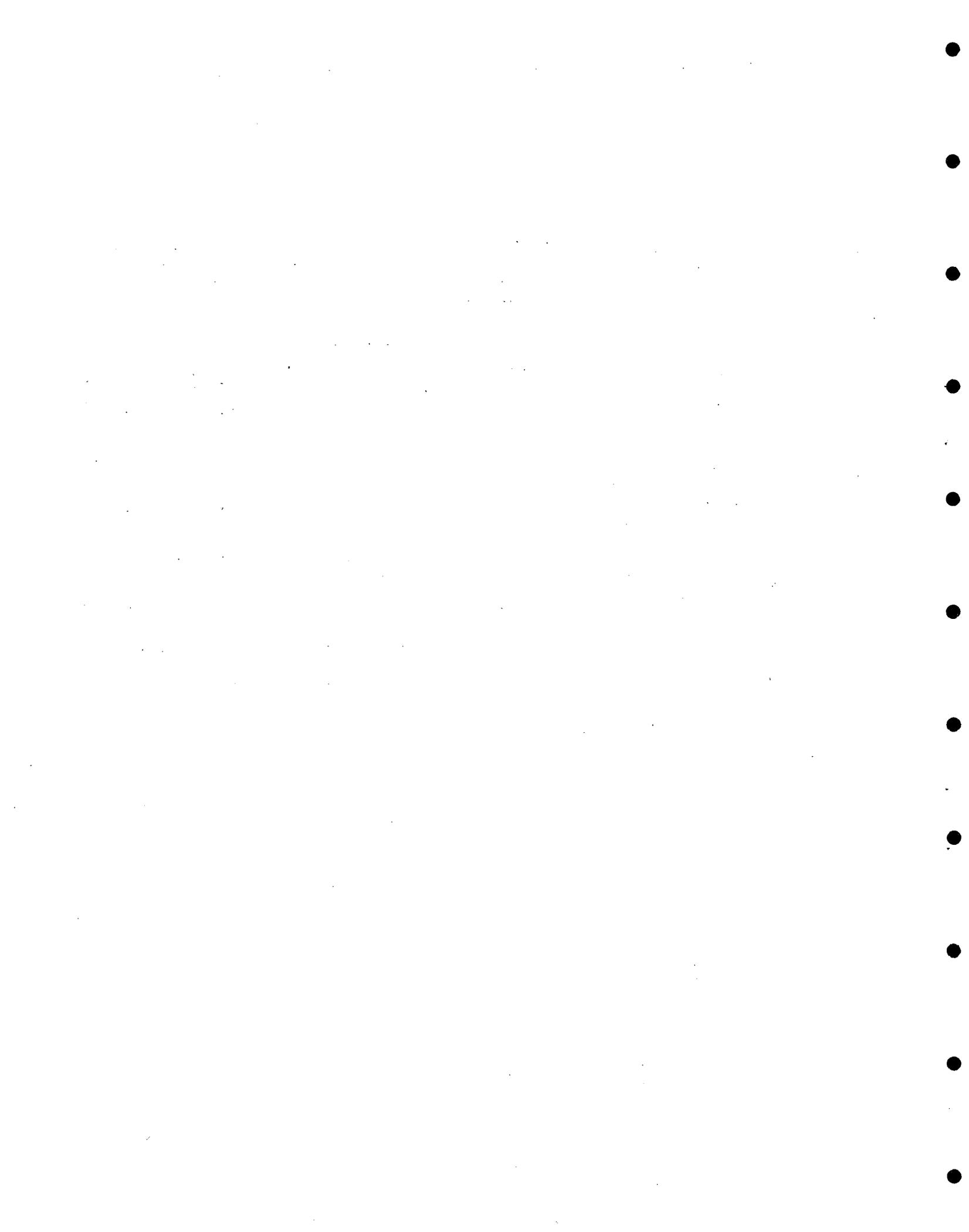
Table 10.   REJECTION OF APPLICANTS FOR MISDEMEANOR AND TRAFFIC OFFENSES
BY POPULATION CATEGORY FOR SELECTED OKLAHOMA POLICE DEPART-
MENTS IN 1975

| | Population Group | | | | |
| | Above 100,000 (N) % | 50,000 to 100,000 (N) % | 25,000 to 50,000 (N) % | 10,000 to 25,000 (N) % | Total (N) % |
Type of Rejection					
Reject All Mis-demeanor Offenders	(0)	(0)	(1) 16.7	(6) 50.0	(7) 30.4
May Reject Mis-demeanor Offenders	(0)	(1) 33.3	(1) 16.7	(1) 8.3	(3) 13.0
Reject Misdemeanor and Traffic Offenders	(2) 100.0	(2) 66.7	(3) 50.0	(3) 25.0	(10) 43.5
Do Not Reject	(0)	(0)	(1) 16.7	(2) 16.7	(3) 13.0
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0
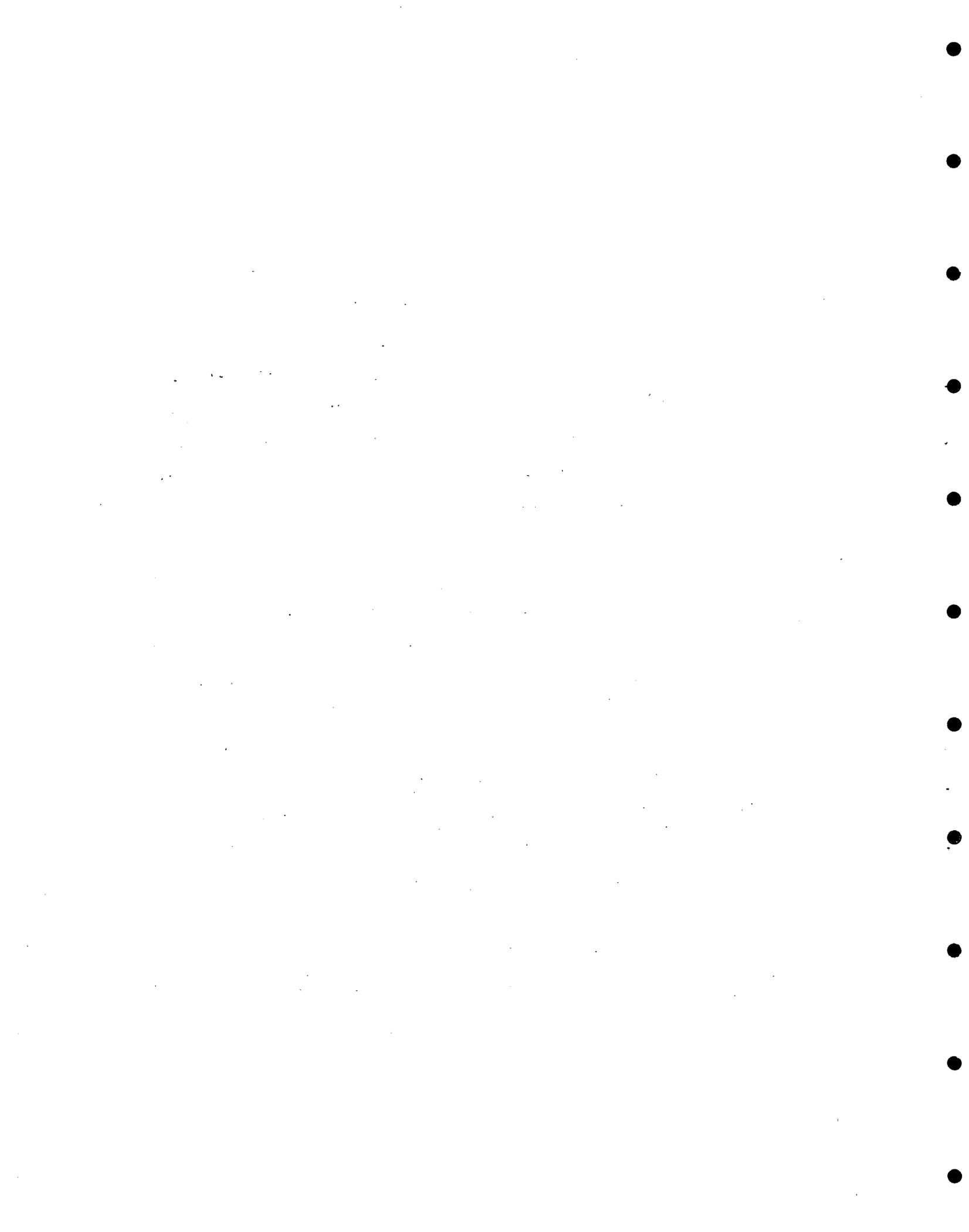
Exams: General to Psychological

Once a department has designated basic standards to be followed in selecting personnel and screens them for conformance, the next phase of the process begins. In the testing phase some departments may administer a battery of various exams, while others may give one or even none.

Perhaps the most extensive research into police selection has dealt with the question of testing applicants. Because of the large number of tests available, no attempt will be made here to describe each test and its intended purpose. Rather, some of the more current literature dealing with this topic will be treated.

Written tests are widely employed (98% of the I.A.C.P. survey in 1961 used such) for quite practical reasons. Among these are the ease by which written tests may be administered and scored, the appearance of objectivity, and the belief that such tests are capable of identifying the better qualified, as well as measuring intelligence and good judgment (Eisenberg and Murray, 1974, p. 76).

In the area of written tests, Frost (1959) has called for the inclusion of intelligence, police aptitude, and personality tests. At a more general level, reading comprehension, memory, and spelling exams have been recommended by Adams (1968). These are among the most simple and commonly used testing instruments in small and medium sized police departments.

The Minnesota Multiphasic Personality Inventory (M.M.P.I.) is presently one of the most popular psychological test administered by police agencies. Murphy (1972) conducted a nation-wide survey to determine the extent to which psychological exams are used by state and local law enforcement agencies. Among the 80 cities (N = 203) that conducted such tests, the M.M.P.I. was
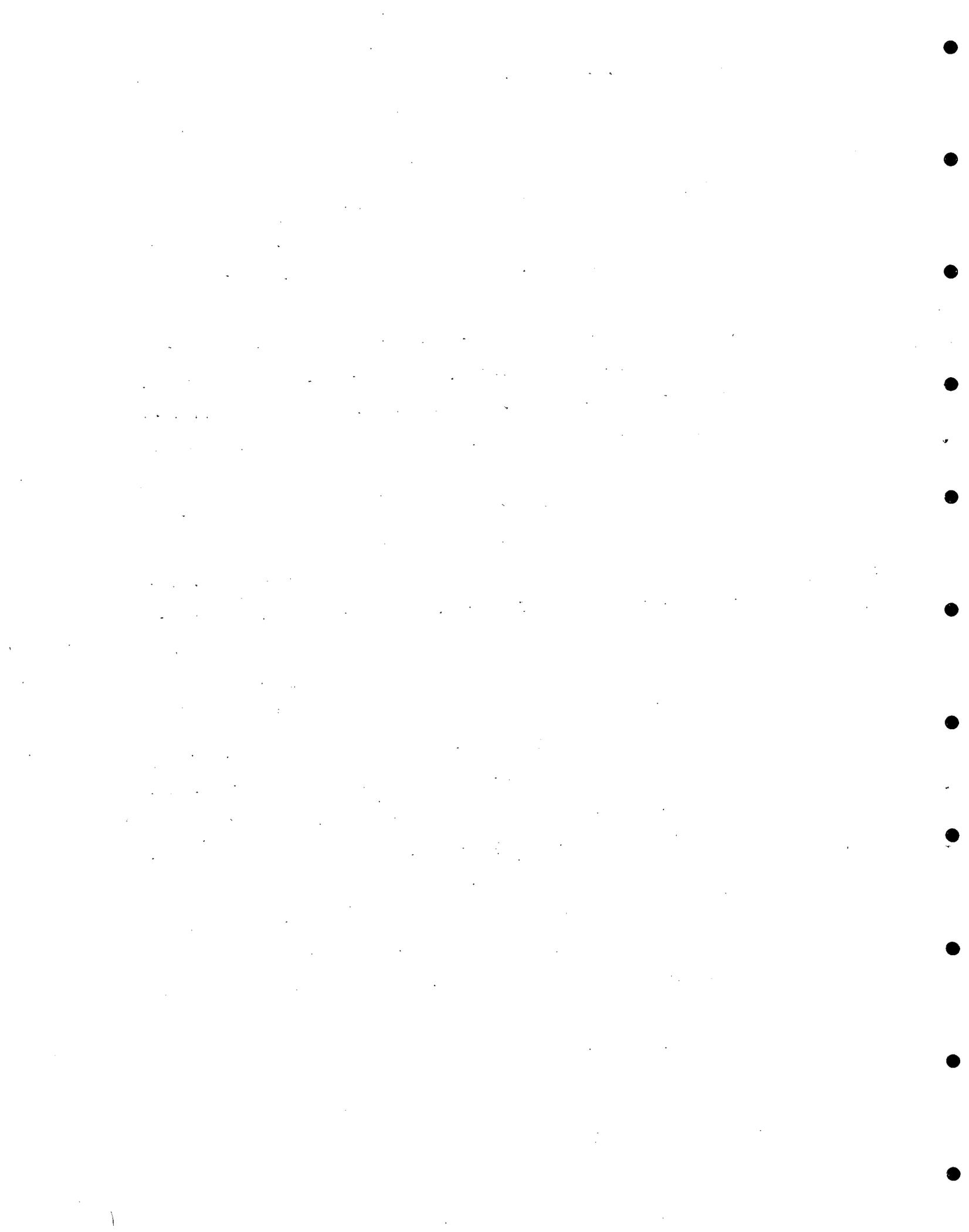
clearly the most widely implemented. Despite wide usage, Saxe and Reiser (1976) point out a great deal of ambiguity which exists in the validity of the test. Much of their recent work has been aimed at establishing validation criteria for the M.M.P.I.

Police personality tests have received a good deal of attention in the 1970s. For instance, following an anaylsis of tests used in the Ohio State Highway Patrol selection process, Chiaramonte (1974) concluded that four hours of spelling, math, IQ, and police adaptability exams provided no more information than the IQ test alone. The patrol then developed a new test battery which measured an applicant's probable performance on the job in an improved fashion. The new process, which involved the measurement of personality traits, led to a decrease in personnel turnover following implementation. Mills (1972) also examined new uses for personality tests, particularly with regard to measuring those attributes considered most desirable for police work. His seven personality traits have been used to guide recruit selection in Cincinnati.

Mills, McDevitt, and Tonkin (1966) have also pursued the use of "situational exams" similar to those used by the O.S.S. during World War II. Using a "simulated stress method" with recruits in Cincinnati, they found high correlations between the test results and performance in the police training academy. (See also: Mills, 1976.)

A study conducted in the Tuscon, Arizona police department in the late 1960s was aimed at establishing predictive validity in selection tests. Test batteries were given to police recruits that measured intelligence, interest patterns, and personality traits. The personality tests were found to most accurately predict performance on the job (Thweatt, 1972).
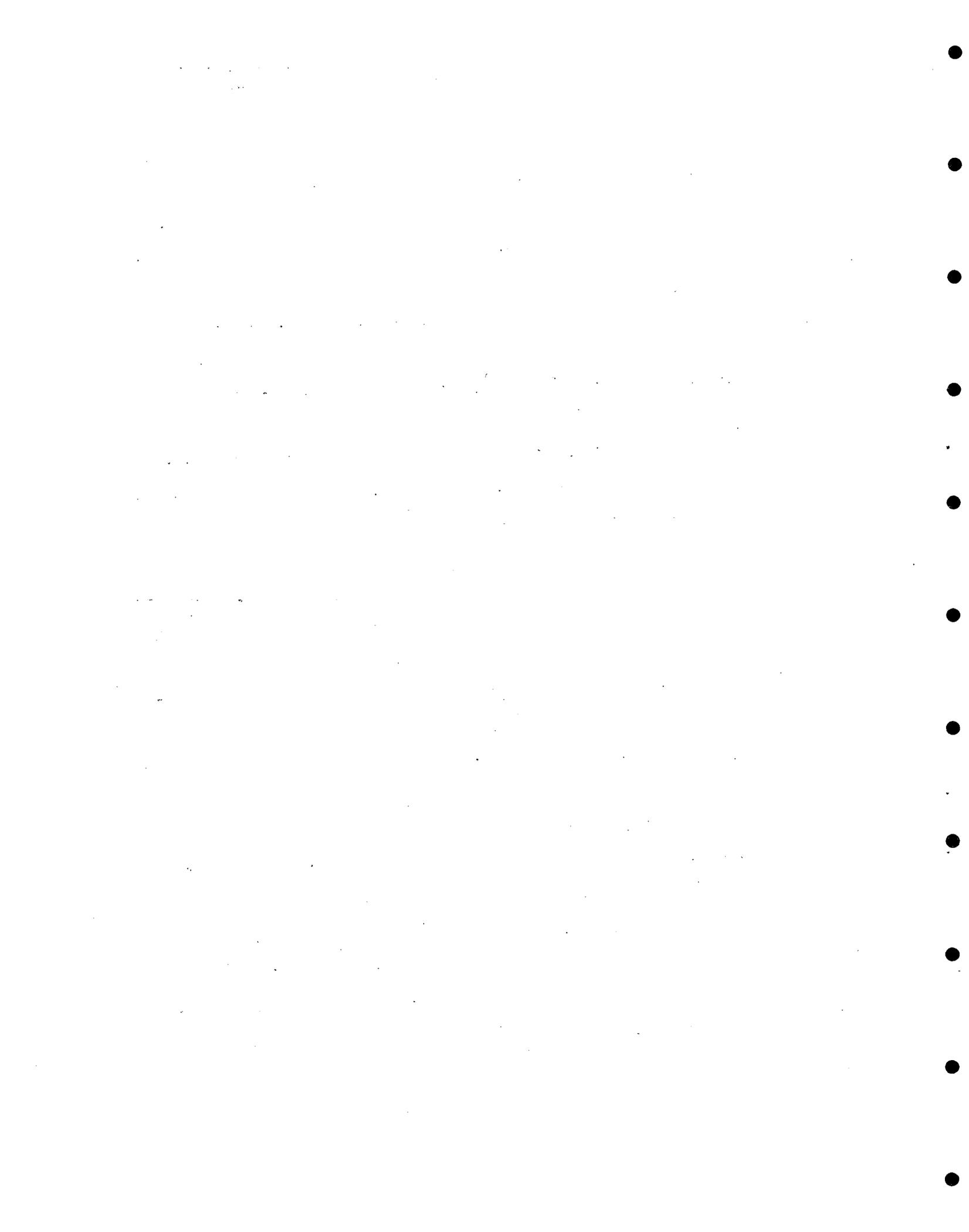
McCreedy (1974) pointed out the paradox involved in the acceptance levels on intelligence exams. "A higher IQ implies an ability to reason-- which is desirable; while a lower IQ implies an ability to perform routine tasks--which is necessary" (p. 42). Thus, while important, the IQ score should be used in conjunction with other tests and not as a sole criterion for acceptance or rejection. At the same time written exams of logic and common sense must be combined with others to assess the overall character of an applicant.

While few will deny the usefulness of psychological testing, there are those who call for better validation criteria of these tests. (Spencer and Nichols, 1971). Others concur by arguing for exams which are more closely tied to job analysis (Cronbach, 1970) and for the selection of applicants who possess the skills required of the job rather than those who score highest on written exams (Tyler, 1965; McClelland, 1973; O'Leary, 1973; and Shavelson et al., 1974).

As mentioned in the beginning, no attempt has been made to summarize all of the tests available. Some authors, however, have devoted a good deal of attention to exams and should be consulted for specific information. (Mills et al., 1966; Rhead et al., 1968, pp. 1575-1580; Gottesman, 1969; and Porter and King, 1972, pp. 5-16.)

Table 11 presents the survey findings concerning examination usage in Oklahoma. The non-technical or general exams such as general knowledge, memory, and reading ability are used by over half (56%) of the agencies. General exams appear to be the most popular, as 16 percent of the cities relied solely upon these tests. About one-quarter of the communities use a combination of two or three general exams. Since only 56 percent of the
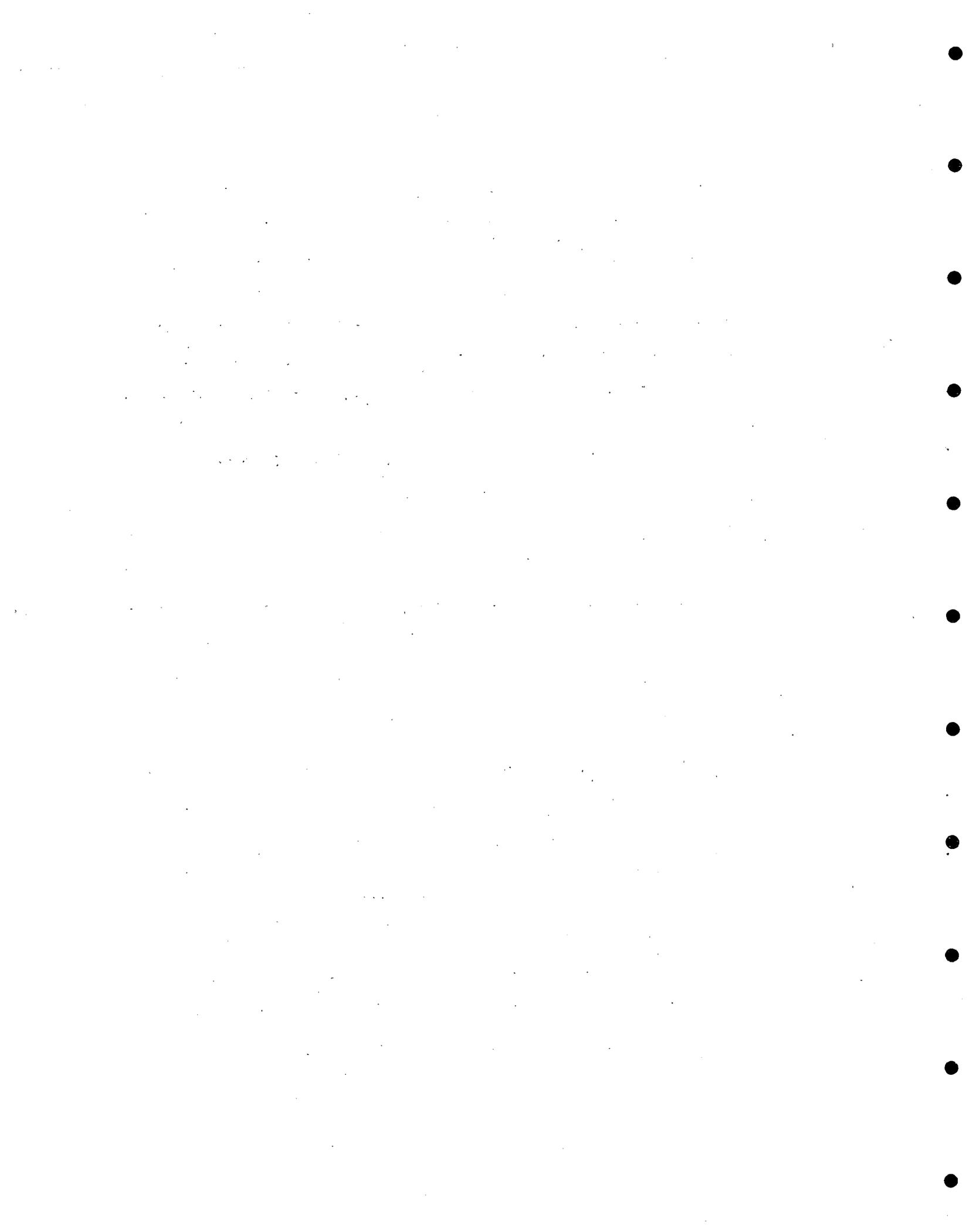
reporting agencies use general exams, one would expect some reliance on other types of written tests. In fact, the questionnaire specifically addressed the usage of three more technical examinations, including the Police Adaptability test, the M.M.P.I., and intelligence tests. The M.M.P.I. is the most popular among the specialized test options; 52 percent of the cities employ it. The Police Adaptability test, which is designed to measure a candidate's suitability for police work, is employed by 36 percent of the agencies. An IQ or intelligence exam, while popular with only 12 percent of the agencies prior to 1975, was rarely used (8%) by Oklahoma police departments responding to the current questionnaire.

Table 11.   SELECTION EXAMINATIONS USED BY SELECTED OKLAHOMA POLICE
DEPARTMENTS FOR CITIES OF 10,000 OR MORE POPULATION IN
1975 (N = 25)

	Percent
General Tests	56
General Knowledge	16
Memory	8
Reading Ability	4
General Knowledge and Memory	4
General Knowledge and Reading Ability	12
General Knowledge, Memory and Reading Ability	12
Police Adaptability Test	36
Minnesota Multiphasic Personality Inventory	52
Intelligence Tests	8

Briefly examining the two more popular examination types by population category, we should note in Table 12 that the general exams are employed by only one of the two largest cities, although all of the 50,000 to 100,000 population category cities use some general exam form. Cities in the 25,000
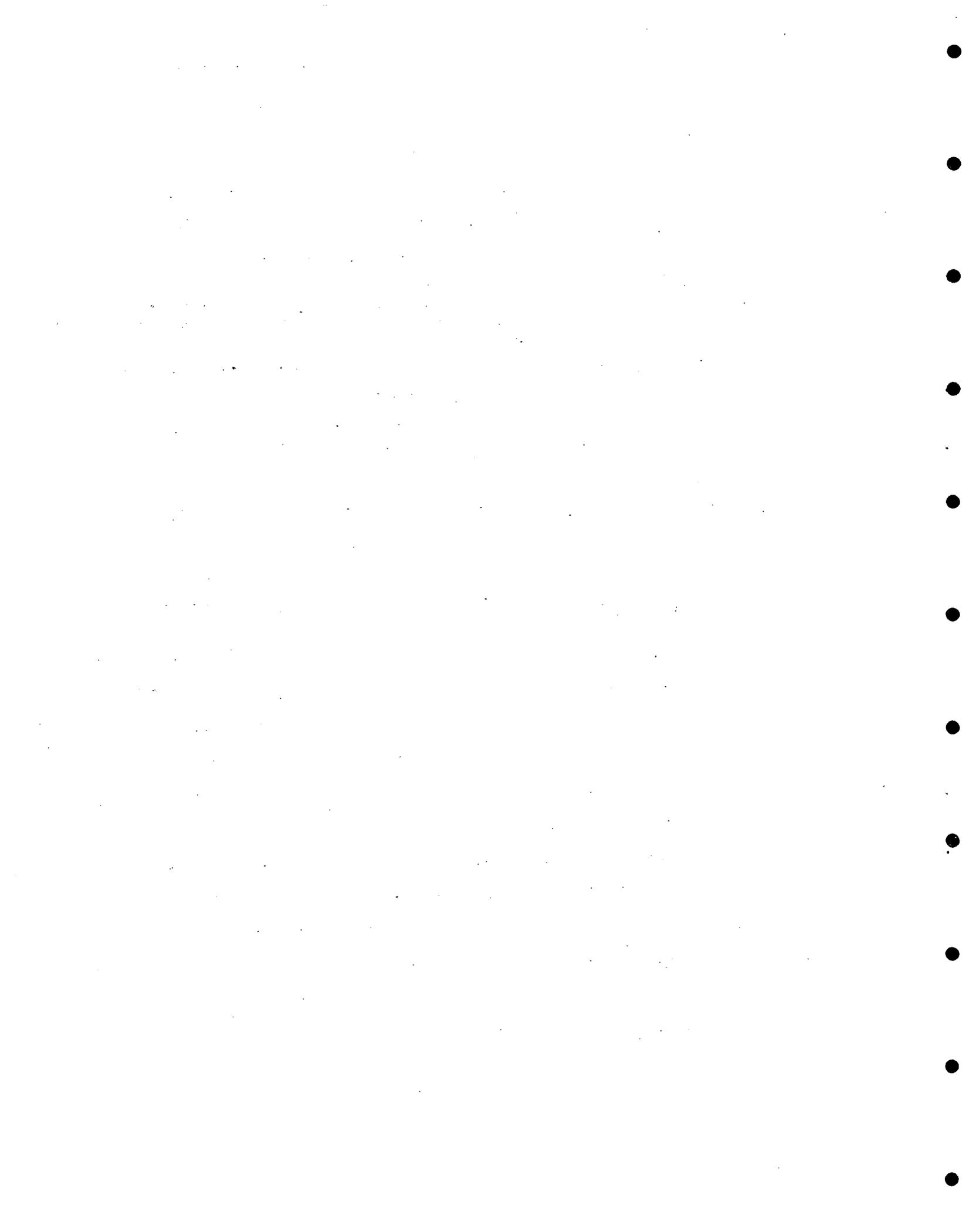
to 50,000 population category have the next highest usage with 66.7 percent

of such cities administering these exams. The smallest population category

has the lowest percentage using general examinations--only 31.7 percent.

Table 12.   GENERAL EXAMINATIONS* AND MINNESOTA MULTIPHASIC PERSONALITY
             INVENTORY USAGE BY POPULATION CATEGORY FOR SELECTED OKLAHOMA
             POLICE DEPARTMENTS IN 1975

	Population Group				
Type of Exam	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
General Exam Used	(1) 50.0	(3) 100.0	(4) 66.7	(5) 41.7	(13) 56.5
M.M.P.I. Used	(1) 50.0	(3) 100.0	(3) 50.0	(4) 33.3	(11) 47.8

*General examinations include general knowledge, memory, specific subject,
and reading ability exams.

Table 12 also includes M.M.P.I. usage by population category and indicates

an identical proportion of the cities above 50,000 population require this

exam as use the general tests. Only 50 percent of the 25,000 to 50,000

population cities employ the M.M.P.I. Again, the cities with the lowest

rate of usage are within the 10,000 to 25,000 population categories; only

33.3 percent administered the exam.

The discussion of examinations would not be complete without mentioning

at least three additional and quite common exams. The first, a medical

examination, is administered by nearly all police departments in the U.S.

and is so noncontroversial it was not included in this study. The other

two tests, however, are of sufficient concern to warrant further discussion--

the polygraph and physical agility tests.
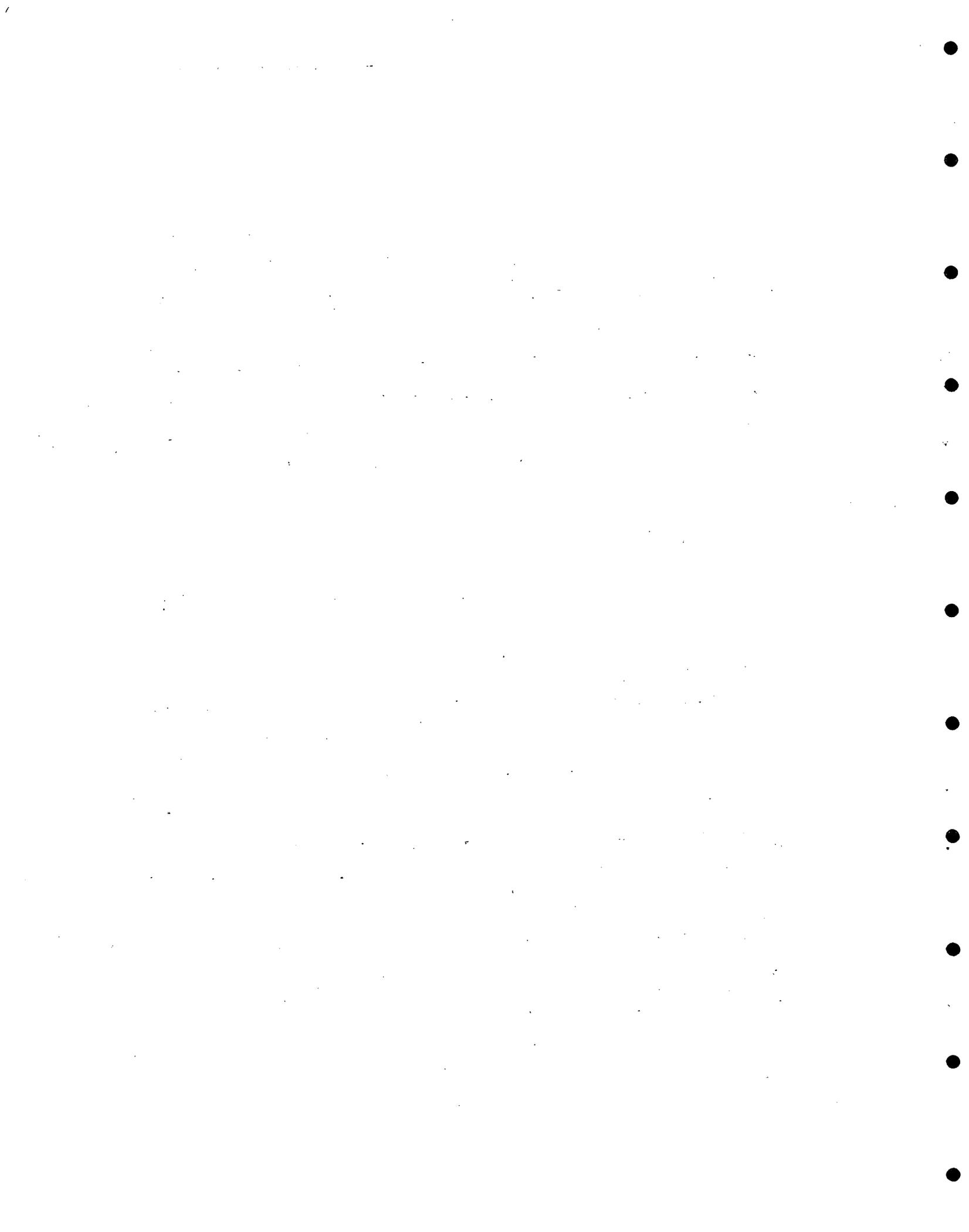
Exams: Polygraph

An examination used as an additional check on personal character is the polygraph or lie detector test. Territo (1974) has indicated that while the polygraph is very useful, it should never be used as a substitute for a thorough background investigation--only as a supplement to it. He recommends that the exam be used in the early phases of the screening process. A survey conducted by the National Center of Lie Detection in 1971 revealed that about one-third of all police applicants can be disqualified by the use of the polygraph in conjunction with other investigative tools (Territo, p. 52).

Eisenberg and his associates (1973) asked municipal, county, and state police agencies about a polygraph requirement and found that the highest rate of use was among the municipal agencies. Overall, 31 percent administered it to males and 22 percent did so for females. Although no attempt was made in the current Oklahoma survey to separate the treatments for male and female applicants, 32 percent of the agencies administered a polygraph exam to all applicants as a regular practice. Although it is somewhat surprising that nearly 60 percent of the agencies did not require a candidate to successfully pass such an exam, it may not be so unusual when compared to the national survey results of 1973 (Eisenberg et al.).

Compared by population category, in Table 13, one sees that the larger cities are more apt to require a polygraph for new recruits. All of the 50,000 to 100,000 population groups, and 50 percent of the largest cities require this examination. Its use is mandated in only a third of the 25,000 to 50,000 population communities and in only 8.3 percent of the smallest cities. Thus its use is clearly considered more crucial by the agencies of larger cities in Oklahoma.
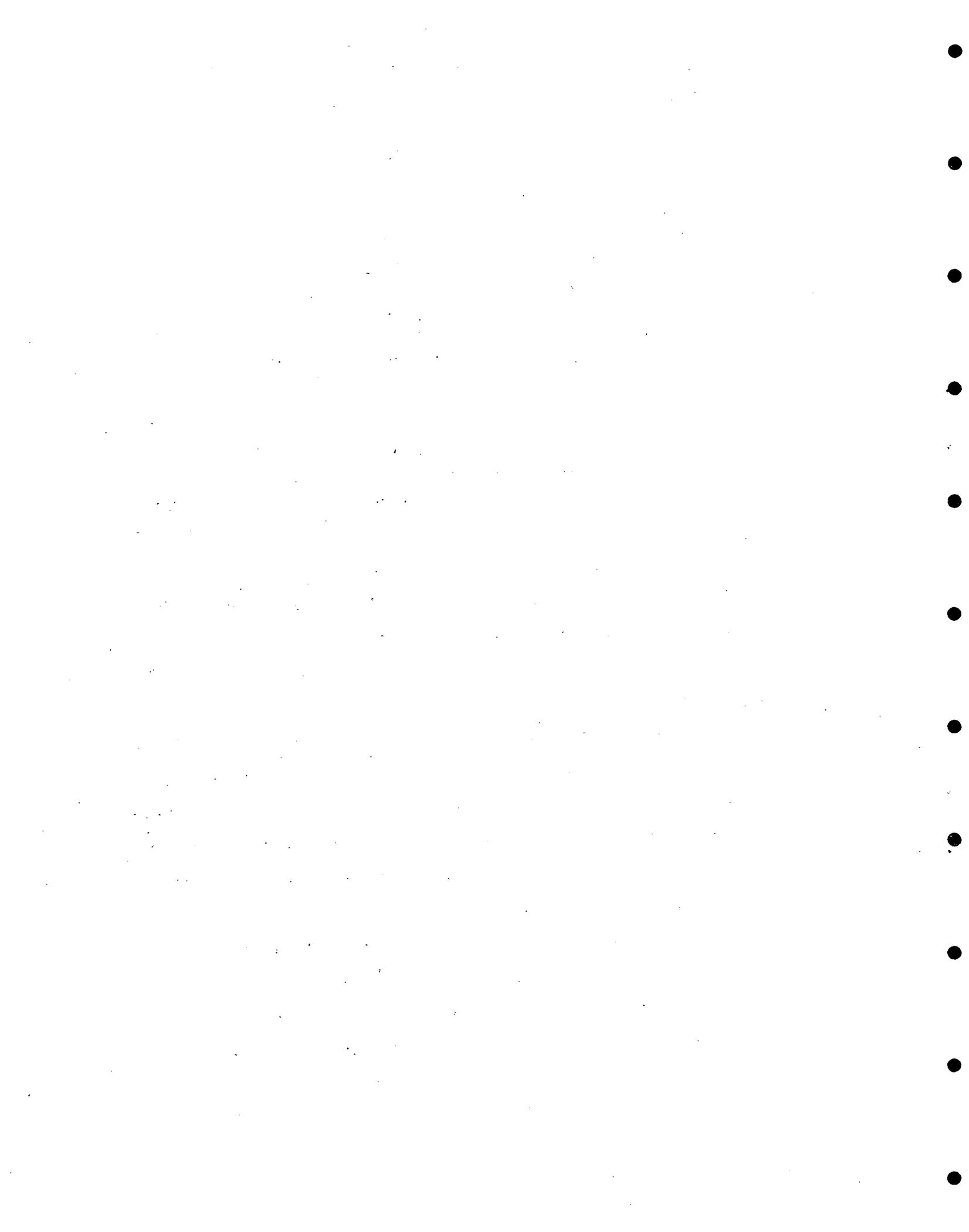
Table 13.   POLYGRAPH USE DURING RECRUIT SELECTION BY POPULATION
             CATEGORY FOR SELECTED OKLAHOMA POLICE DEPARTMENTS IN 1975

Polygraph Used?	Population Group				
	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
Yes	(1) 50.0	(3) 100.0	(2) 33.3	(1) 8.3	(7) 30.4
No	(1) 50.0	(0)	(4) 66.7	(9) 75.0	(14) 60.9
Not Stated	(0)	(0)	(0)	(2) 16.7	(2) 8.7
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

One final comment on the polygraph is in order. It should be noted
that there is actually no pass or fail "score" for the exam. Rather it is
incorportated as an integral part of the selection process in some cities
in conjunction with other character and background investigations.

Exams: Physical Agility

In 1956 not one city in the region of the country encompassing Oklahoma
made use of any physical agility tests. By 1961, however, 27 percent of
the cities in the region had implemented such an exam, and its use continues
at much higher rates today (O'Connor, 1962, pp. 15-16). As the use of the
agility test increases, many agencies are seeking validation procedures to
correspond with the tests. Criteria for the development of these tests
have been suggested by the authors of several recent works (Coppock and
Coppock, 1974; McGhee, 1976; and Osborn, 1976). Osborn examined the
physical agility requirements for police officers in a project involving
200 deputies of the Los Angeles Sheriff's Department. By examining the
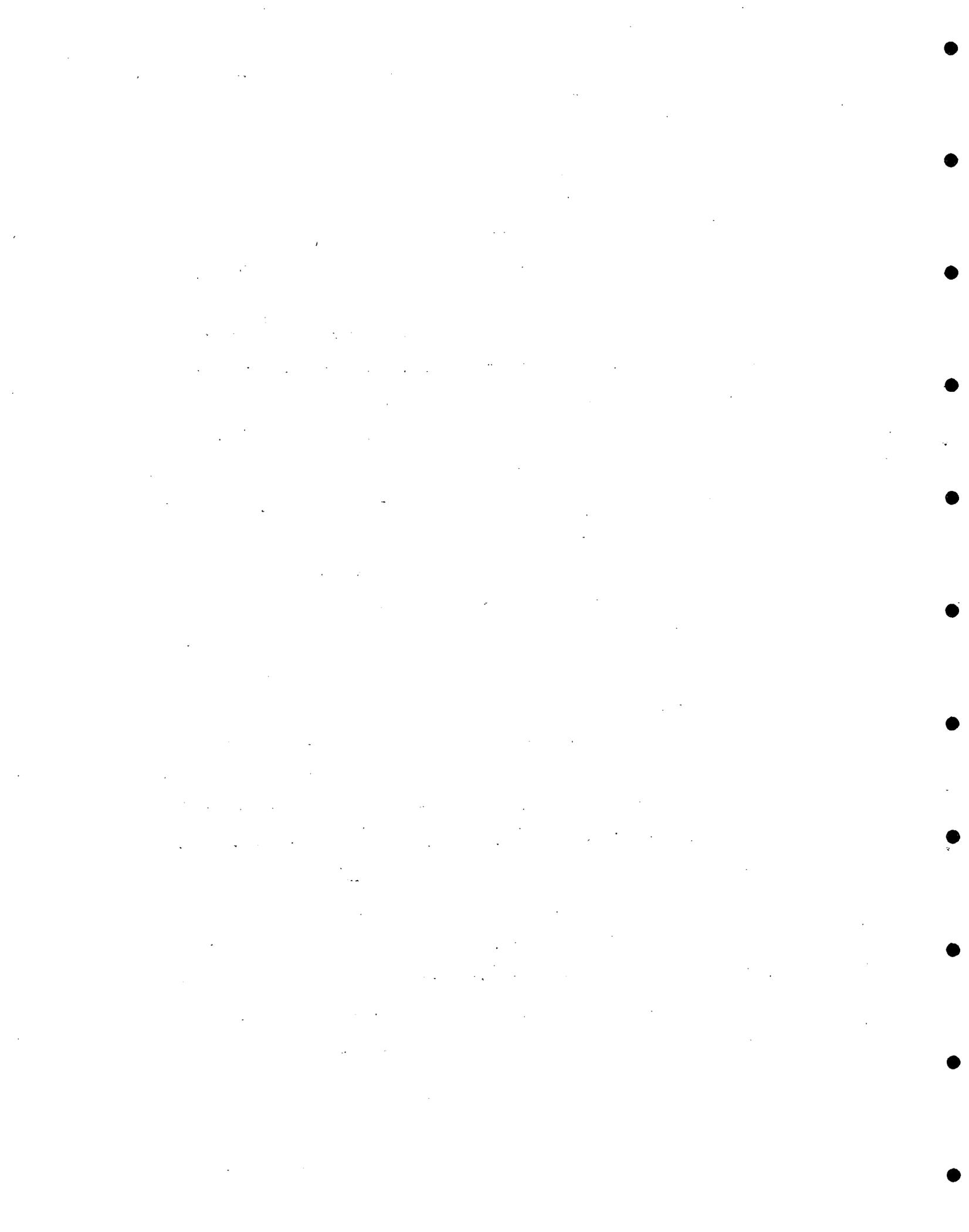
needs and abilities of the sample group, he has been able to establish validation criteria for use by most departments. Current research does not include any survey findings of the extent to which such validation measures are being applied.

Although the survey results indicate an increase in the number of departments which require a physical agility test, only 20 percent of the responding agencies used such a test in 1975. This compares with 11 percent of Oklahoma agencies in 1972 (Porter and King) and 50 percent of a nation-wide survey in the same year (Eisenberg et al., 1973). Thus, while the responsiveness of Oklahoma police departments to good physical agility was better in 1975 than in 1972, this state's agencies still lagged considerably behind the nation's experience as surveyed in 1972. Unfortunately, without a more recent nation-wide study, one cannot state whether the Oklahoma departments are now in line with more current practice or whether they still lag behind in this regard.

Background Investigation

The recruitment cycle moves to the next phase—background and character investigation. Generally, this step follows the successful completion of all phases of testing, but it may be undertaken concurrently with the polygraph or medical examinations. (In the case of the medical examination, however, current practice seems to place it near the end of the recruitment cycle; thus it involves only the selected recruits and alternates.)

A survey by the National League of Cities reported that over 90 percent of the cities employed the background investigation to check criminal records and personal character references supplied by the applicants (Bancroft, 1966). The presidential commission found that in most cities these investigations
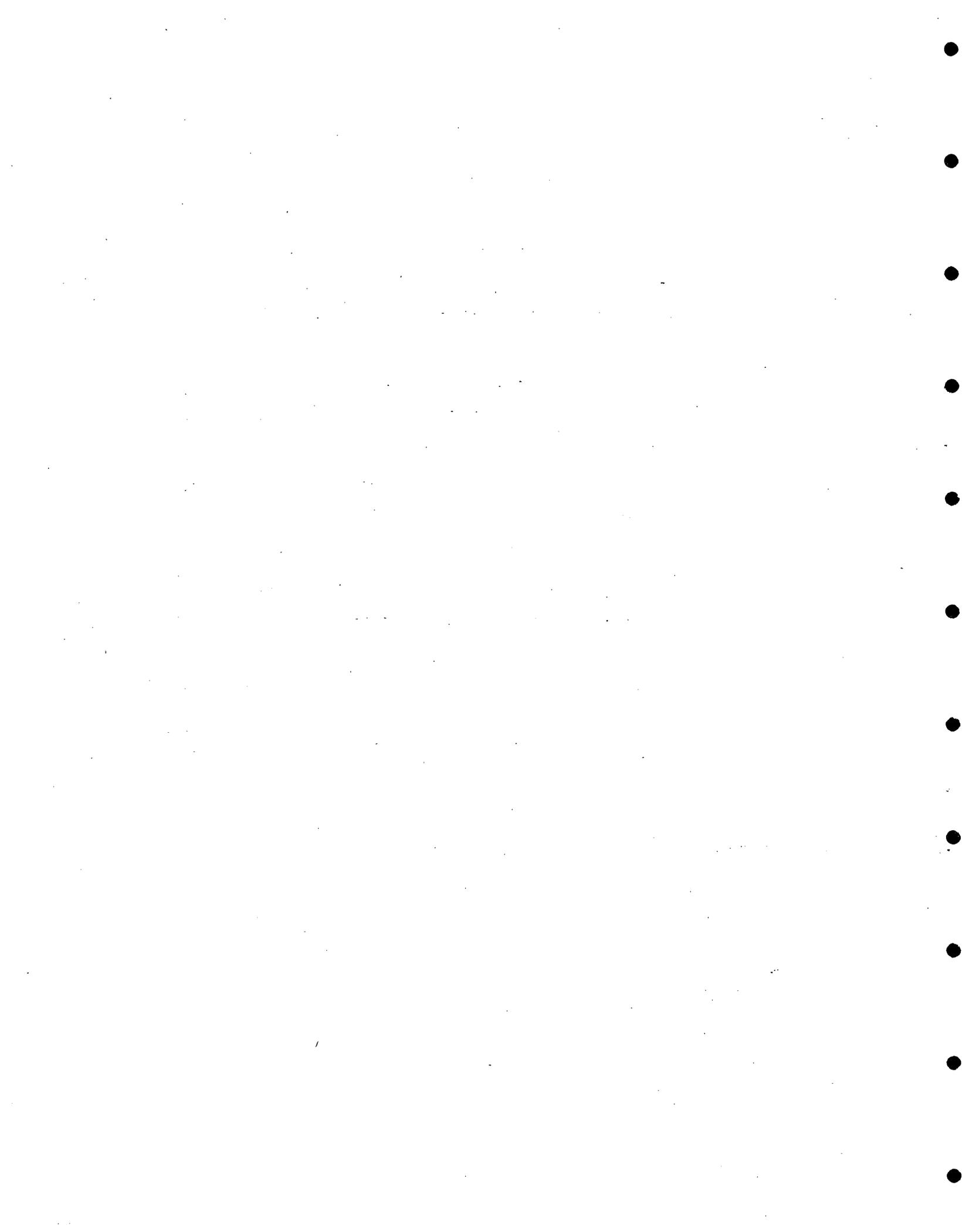
are quite limited in scope, and investigators rarely pursue matters to
the degree required for professional evaluation (The President's Com-
mission on Law Enforcement and Administration of Justice, 1967b, p. 129).
The commission went on to point out that until reliable tests can be
developed for applicants, the background investigation must be retained.
(See Flynn and Peterson, 1972.) Thus, by 1972 about 97 percent of the
departments in the country were conducting "backgrounds" (Eisenberg et al.,
1973, p. 20). Similarly, in 1975 _all_ Oklahoma responding agencies required
a background investigation.

In all but four percent of the Oklahoma agencies, where the city
personnel department is in charge, the police are responsible for the
conduct of the background investigation. While departments indicate they
investigate all applicants, only 56 percent would actually investigate
out-of-state applicants in addition to state residents, as seen in Table
14. Thirty-two percent of the departments limit their investigations to
the state, and eight percent conduct backgrounds of local candidates only.

Table 14.   CONDUCT AND SCOPE OF BACKGROUND INVESTIGATIONS IN SELECTED
            OKLAHOMA POLICE DEPARTMENTS FOR CITIES OF 10,000 OR MORE
            POPULATION IN 1975 (N = 25)

	Percent
Agencies Conducting Background Investigations	100
Investigations Conducted By:	
City Police Department	92
City Personnel Department	4
Both	4
Scope of the Investigation	
All Applicants Investigated	56
State Applicants Only Investigated	32
Local Applicants Only Investigated	8
Not Stated	4
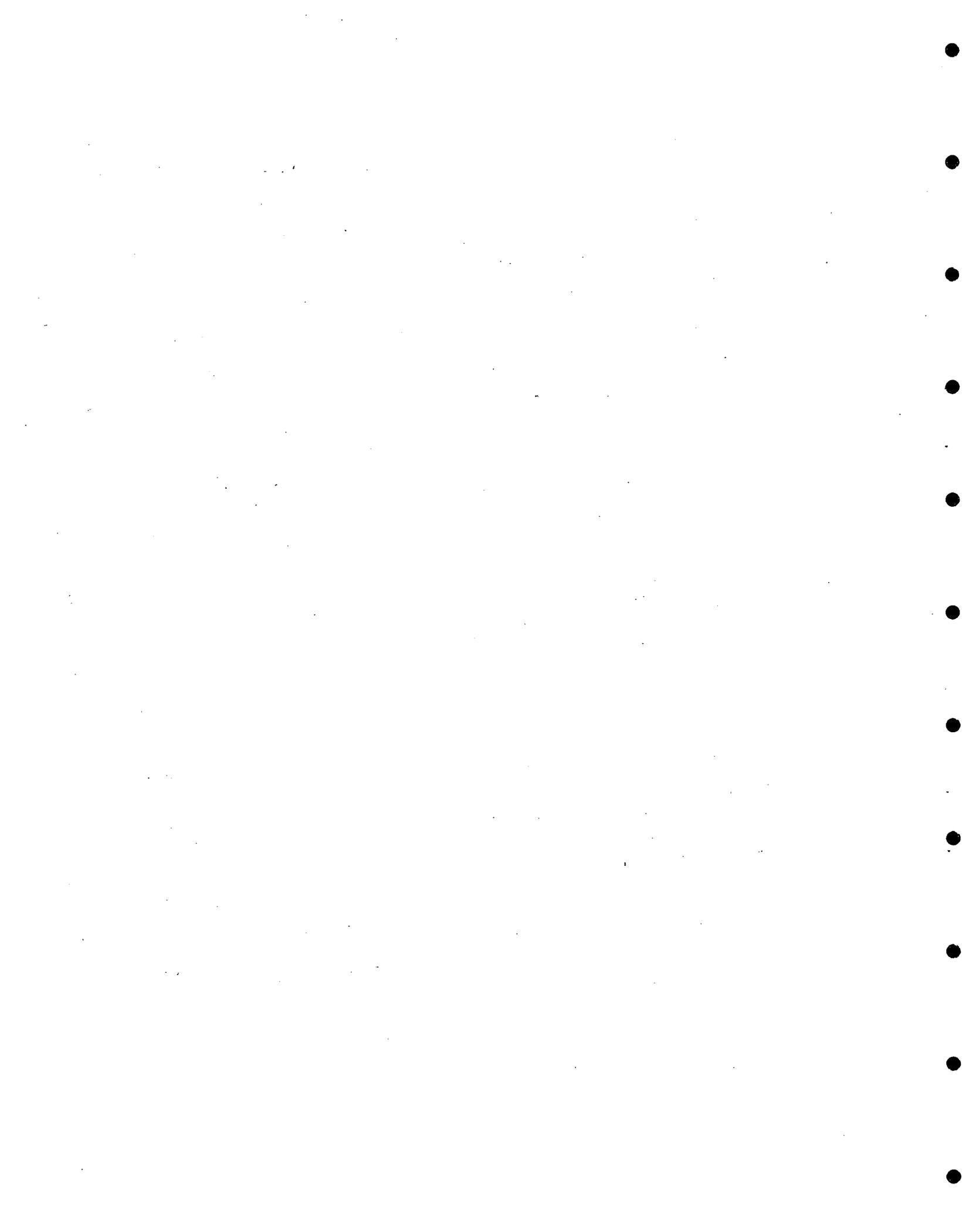
In Table 15 the scope of the background investigation is examined by population category. The largest cities both conduct investigations of all applicants, regardless of the geographic location. Such broad investigations are characteristic of 66.7 percent of the 25,000 to 50,000 population cities and 58.3 percent of the smallest cities. None of the 50,000 to 100,000 population cities undertake investigations beyond the state's borders. One of this group of cities and one from the smaller 25,000 to 50,000 population category limit investigations of a background nature to the local area.

Table 15. SCOPE OF BACKGROUND INVESTIGATIONS BY POPULATION CATEGORY FOR SELECTED OKLAHOMA POLICE DEPARTMENTS IN 1975

Background Investigations Are Conducted in:	Population Group				
	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
City Only	(0)	(1) 33.3	(1) 16.7	(0)	(2) 8.7
City and State Only	(0)	(2) 66.7	(1) 16.7	(5) 41.7	(8) 34.8
City, State and Out-of-State	(2) 100.0	(0)	(4) 66.7	(7) 58.3	(13) 56.5
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

Oral Boards

The final phase of processing prior to selection is characterized by what is commonly called the "oral board." In the oral board or interview setting, representatives of the police department and perhaps other city officials have the opportunity to consider the "demeanor" and outlook of
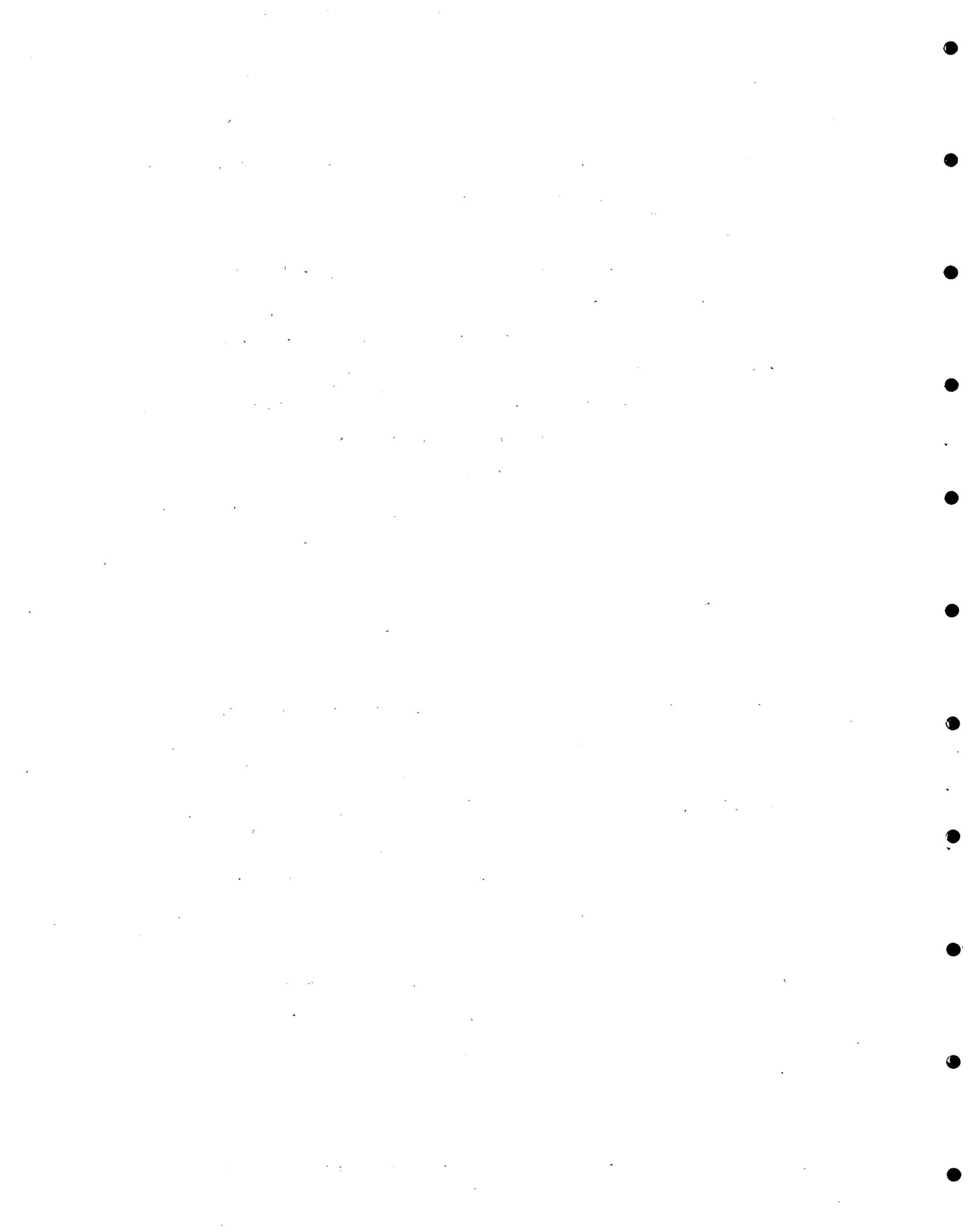
the applicant. It is assumed such a board may be able to determine the potential for handling stress situations and exercising common sense (The President's Commission on Law Enforcement and Administration of Justice, 1967b). While most boards are comprised of police personnel only, some research indicates both an increase in the use of outside board members, and a clear improvement in police-community relations where citizens are included (McCreedy, 1974, p. 43).

Some doubt has been cast on the validity of the oral board process. For example, Flynn and Peterson (1972) determined that the information acquired through such processes was less useful in predicting performance than a decent background investigation. Still, evidence of the wide usage of oral boards is indicated by the 1972 survey which found 95 percent of the agencies requiring such a process (Eisenberg et al., 1973).

In 1972 Porter and King discovered only 22 percent of Oklahoma agencies were using oral boards. The current survey, as shown in Table 16, found a great increase in the use of these boards. Eighty-eight percent of the agencies responding indicate that this was a component of their department's selection process. The size of these boards ranges from a small core of three persons to a fairly large group of nine members. Five members is the mode, as 32 percent of the police departments constitute boards of that size.

Also in Table 16 the composition of the oral boards is described. It is quite apparent that these agencies are most comfortable with having only police officers serving on the boards; 60 percent follow this practice. When this proportion is combined with the percentage of agencies having a majority of police officers, one finds that 72 percent of the agencies
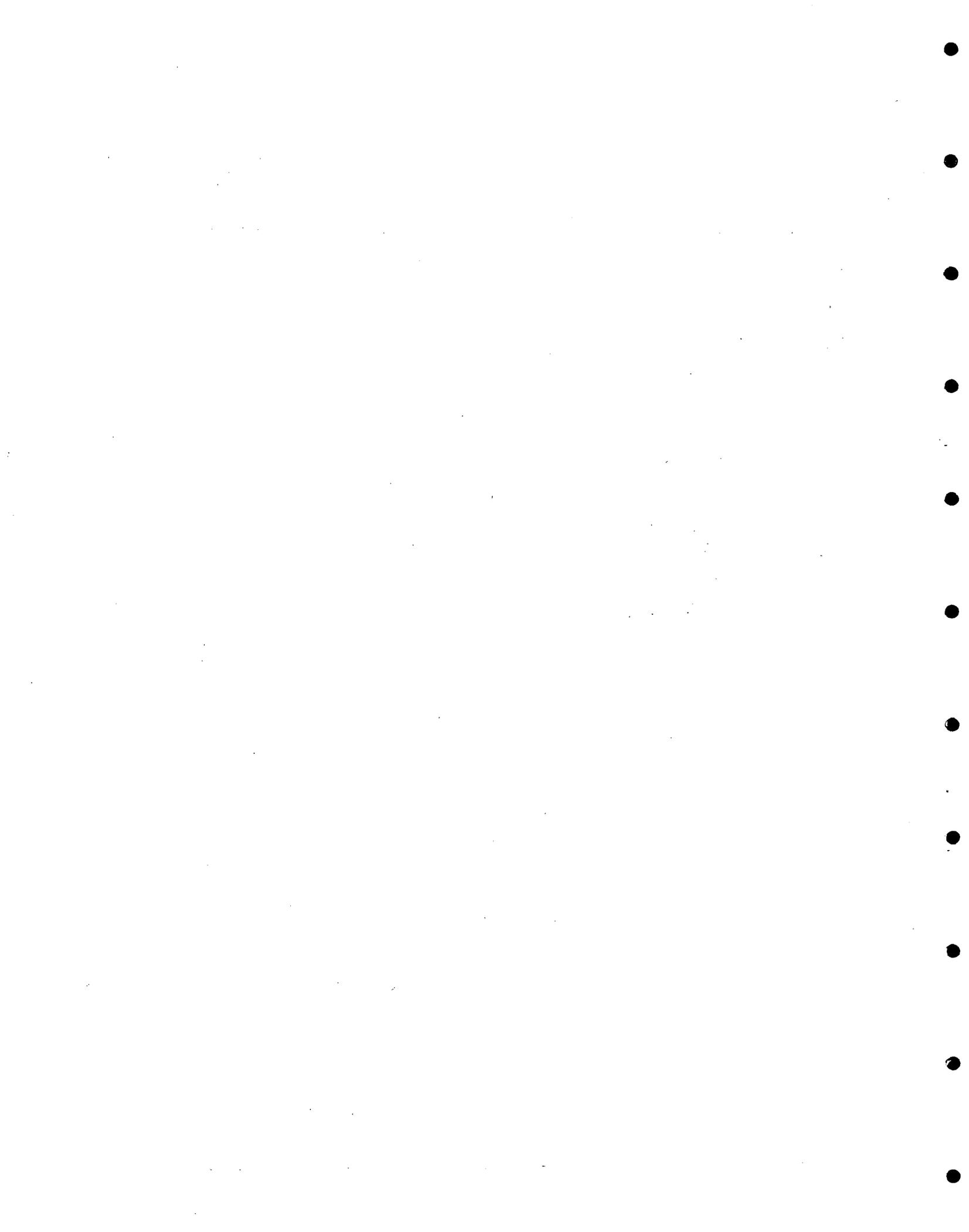
Table 16.   ORAL BOARD USE AND CONDUCT IN RECRUIT SELECTION IN SELECTED
OKLAHOMA POLICE DEPARTMENTS FOR CITIES OF 10,000 OR MORE
POPULATION IN 1975 (N = 25)

	Percent
Agencies Conducting Oral Boards	88
Agencies Not Stating	12
Size of Oral Boards	
3 members	16
4 members	20
5 members	32
6 members	4
7 members	4
9 members	4
Not Stated	20
Composition of Oral Boards	
All Police	60
Majority Police	12
Proportional	8
Fewer Police	12
Not Stated	8
Time Per Applicant in Boards	
20 minutes	4
30 minutes	24
45 minutes	4
60 minutes	24
More than 60 minutes	8
Not Stated	36
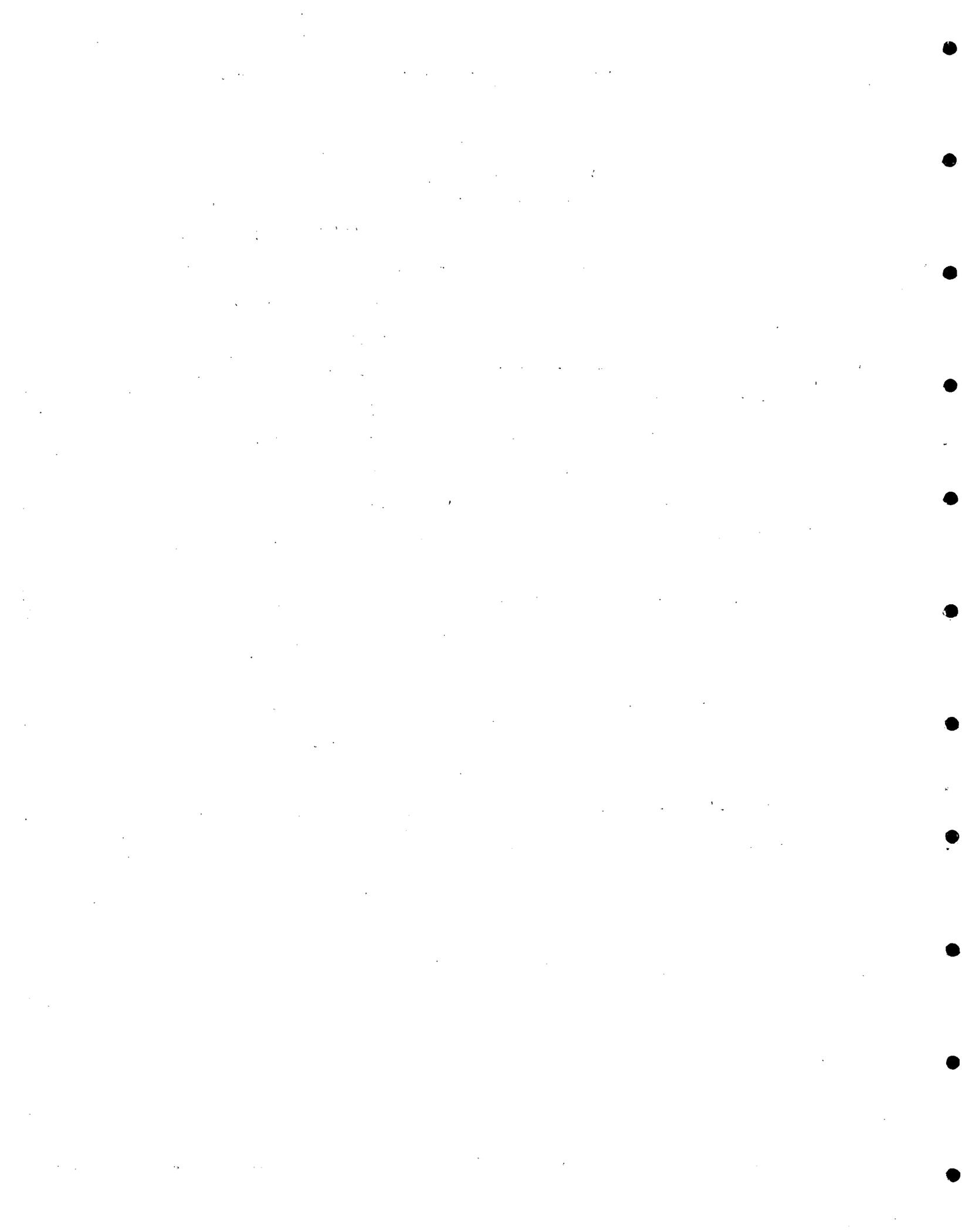
conduct oral boards which are dominated by their own commissioned officers. One may reasonably infer from this finding that these selected Oklahoma police departments believe that their employees are the best judges of character in police applicants. Since only 12 percent of the agencies conduct oral boards with police officers in the minority, it would seem that there is little attempt to integrate other city staff members or citizens into the process.

A final question on oral boards concerned the amount of time spent with each applicant. Again from Table 16, one notes that a bimodal frequency exists with equal proportions of the cities, 24 percent, spending either 30 or 60 minutes with each candidate. A few cities use boards of either 20 minutes, 45 minutes, or over 60 minutes in duration.

A few additional comments will now be made about the oral board characteristics among various population categories. Table 17 shows that one of the largest cities and one-third of the cities in all other population categories have five to six members on each board. Small boards of three or four members are characteristic of the greater proportion of cities in the 25,000 to 50,000 population group. One-quarter of the smallest cities use boards of this size, while 16.7 percent of the same group has seven to nine member boards.
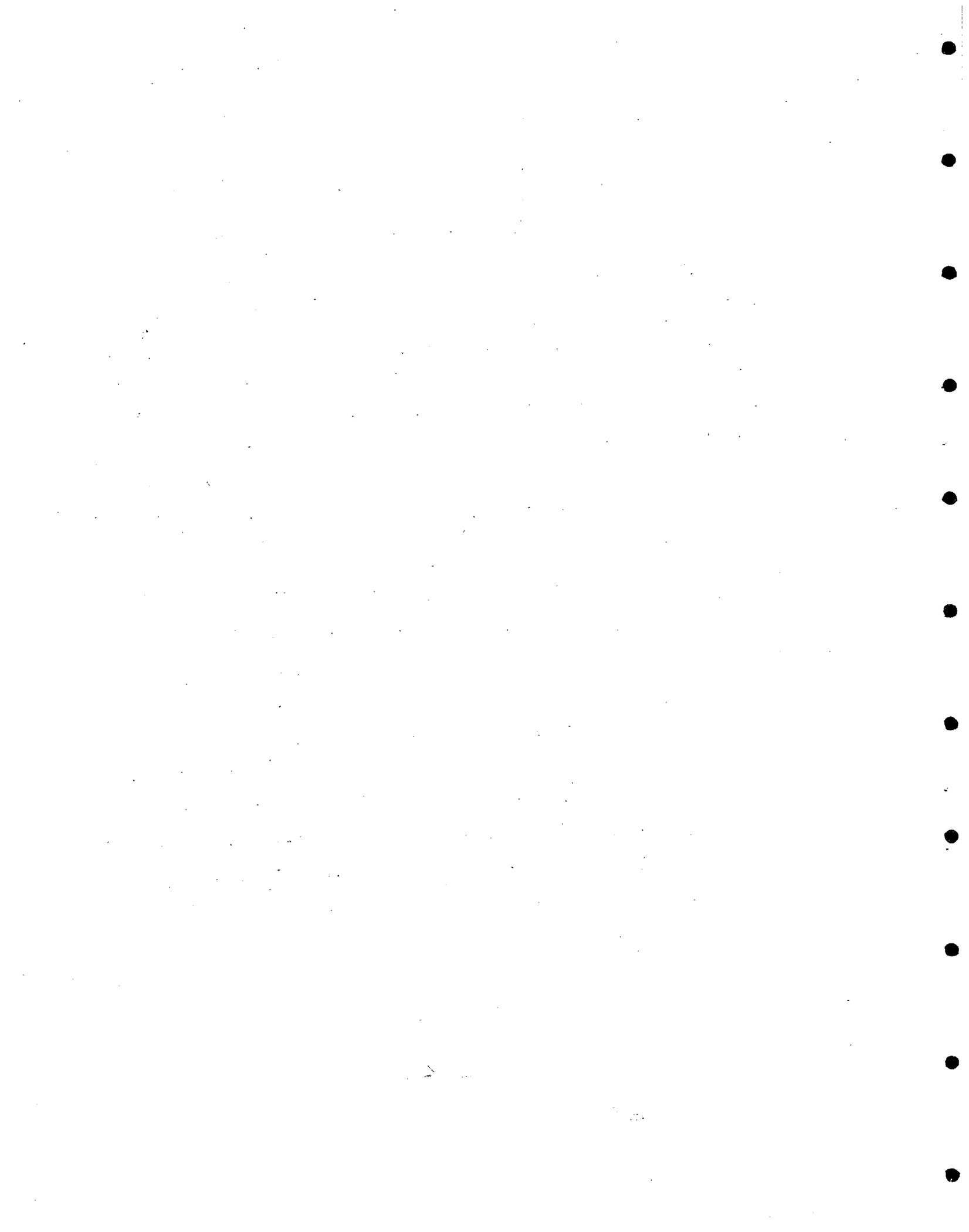
Table 17.   NUMBER OF PERSONNEL ON ORAL BOARDS BY POPULATION CATEGORY
              FOR SELECTED OKLAHOMA POLICE DEPARTMENTS IN 1975

Number of Personnel on Oral Board	Population Group				
	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
3 - 4	(0)	(1) 33.3	(4) 66.7	(3) 25.0	(8) 34.8
5 - 6	(1) 50.0	(1) 33.3	(2) 33.3	(4) 33.3	(8) 34.8
7 - 9	(0)	(0)	(0)	(2) 16.7	(2) 8.7
No Oral Board	(0)	(0)	(0)	(2) 16.7	(2) 8.7
Not Stated	(1) 50.0	(1) 33.3	(0)	(1) 8.3	(3) 13.0
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

The composition of the boards is presented in cross-tabular form by population group in Table 18. The largest cities employ exclusively police officers on their selection boards. Only one-third of the 50,000 to 100,000 population cities follow this pattern with equal thirds relying upon proportional boards or boards with fewer police officers participating. Among the 25,000 to 50,000 population group, 50 percent of the communities use all police boards and one-third require the police to hold a majority. The smallest cities also have police-dominated boards as 66.7 percent exclude non-police participants.
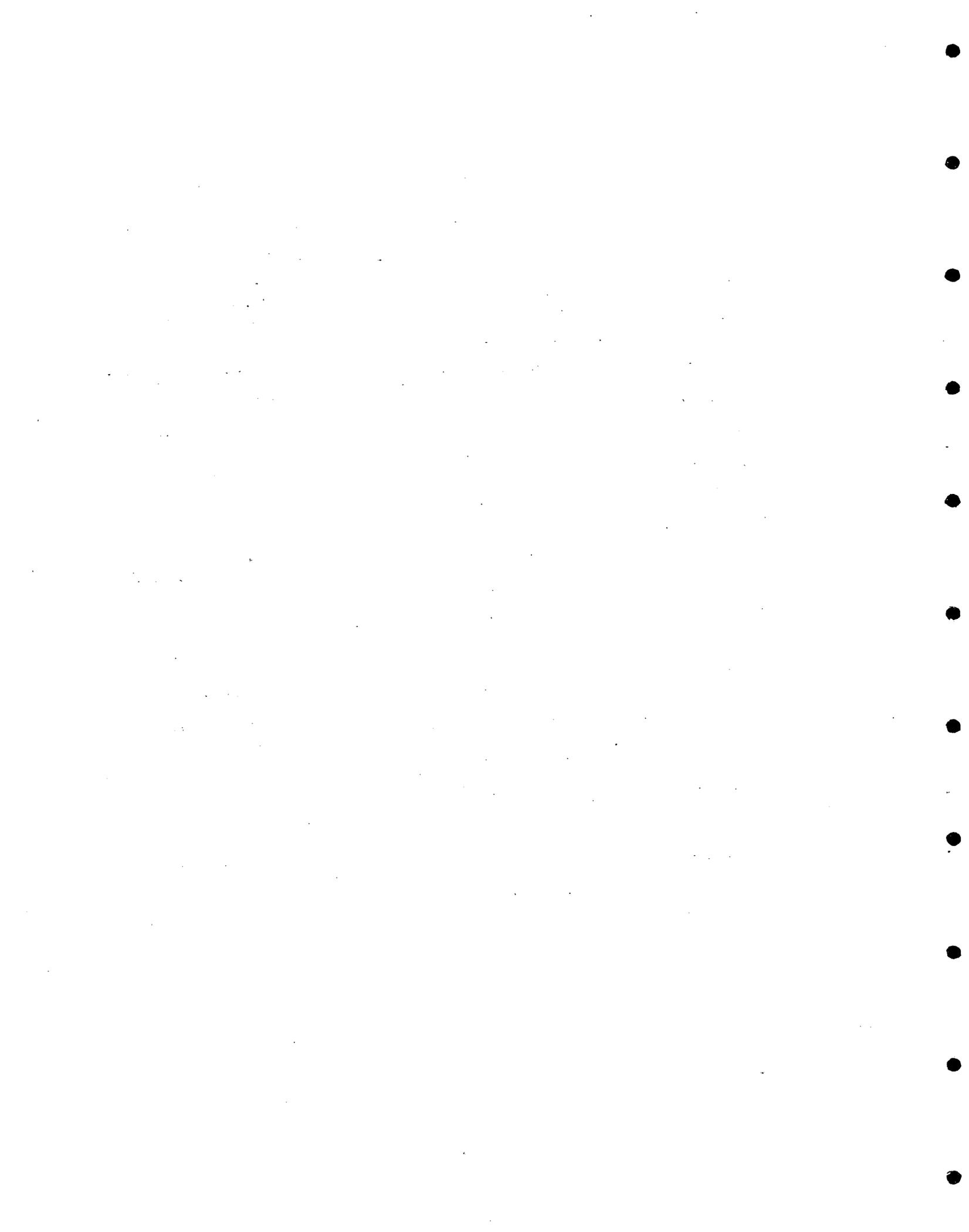
Table 18.　COMPOSITION OF ORAL BOARDS BY POPULATION CATEGORY FOR
SELECTED OKLAHOMA POLICE DEPARTMENTS IN 1975

Composition of Board	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
All Police	(2) 100.0	(1) 33.3	(3) 50.0	(8) 66.7	(14) 60.9
Majority Police	(0)	(0)	(2) 33.3	(0)	(2) 8.7
Proportional	(0)	(1) 33.3	(0)	(1) 8.3	(2) 8.7
Fewer Police	(0)	(1) 33.3	(1) 16.7	(1) 8.3	(3) 13.0
Not Stated	(0)	(0)	(0)	(2) 16.7	(2) 8.7
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

Finally, in Table 19 the time devoted to individual applicants is described by population. Short, 20 to 30 minute, interviews are favored by the greater proportion of the two middle-range population groups. The largest cities conduct boards for under 60 minutes. The smallest cities rely upon 31 to 60 minute interviews in 33.3 percent of the cases. This was the highest proportion among that group. Thus, in general, the shorter interviews are characteristic of most departments regardless of city size. Only in the two smaller population categories did cities employ oral boards which exceeded 60 minutes for individual applicants.
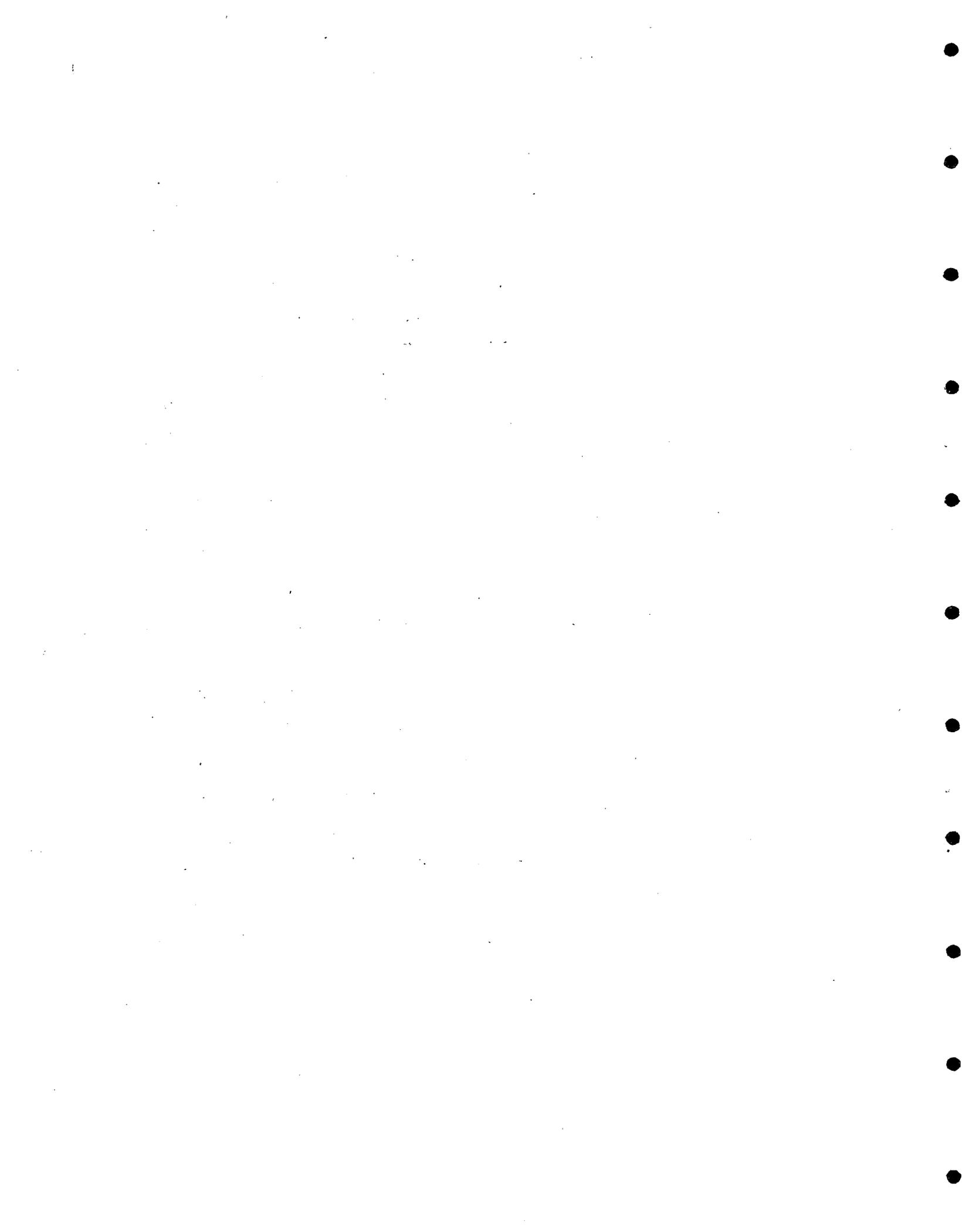
Table 19.   TIME SPENT WITH APPLICANTS DURING ORAL BOARDS BY POPULATION
             CATEGORY FOR SELECTED OKLAHOMA POLICE DEPARTMENTS IN 1975

Minutes	Population Group				
	Above 100,000 (N) %	50,000 to 100,000 (N) %	25,000 to 50,000 (N) %	10,000 to 25,000 (N) %	Total (N) %
20 to 30	(1) 50.0	(2) 66.7	(2) 33.3	(2) 16.7	(7) 30.4
31 to 60	(1) 50.0	(0)	(1) 16.7	(4) 33.3	(6) 26.1
More than 60	(0)	(0)	(1) 16.7	(1) 8.3	(2) 8.7
Not Stated	(0)	(1) 33.3	(2) 33.3	(5) 41.7	(8) 34.8
TOTAL	(2) 100.0	(3) 100.0	(6) 100.0	(12) 100.0	(23) 100.0

Discussion

Police departments do use other standards and procedures in addition
to those covered here to recruit and evaluate applicants. It would be
an arduous task to present all of these here. So, for the sake of brevity
we only mention a few additional requirements: residency, citizenship (all
Oklahoma agencies require such), voter registration, driver's license,
and veteran's preferences. These additions may be included at various
steps in the recruitment cycle, although their application in Oklahoma is
rare with exception of citizenship as noted above. Where used, each is
included in the cycle prior to the oral board.

With the completion of the oral boards, the police departments then
proceed to select the new recruits and alternates. In most cases the oral
boards constitute the selection board as well. In a few rare instances,
these boards simply make up a list of satisfactory candidates from which
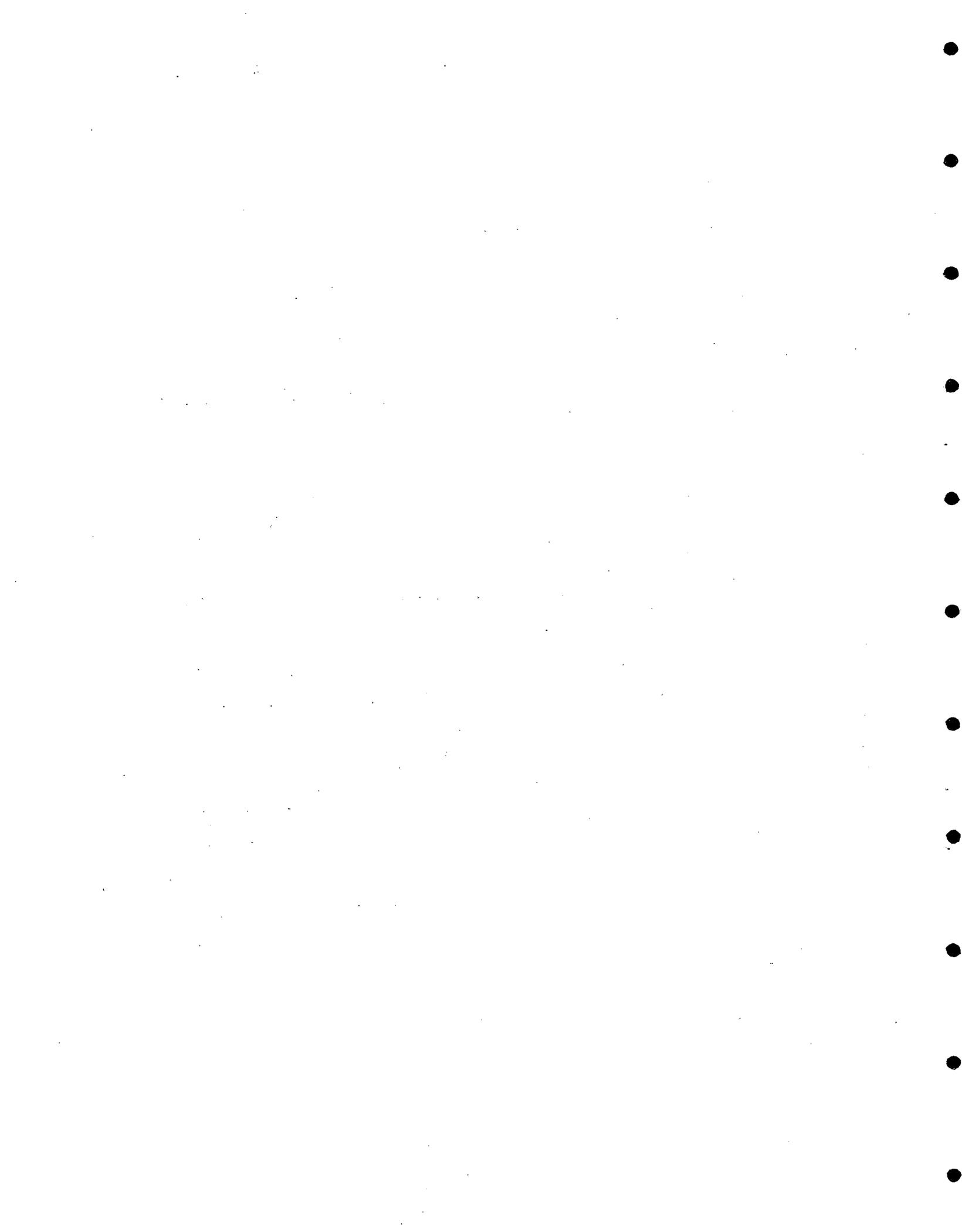
the chief of police may choose the final selectees. Selection is the last phase of the cycle as diagrammed in Figure 1. However, while the new recruits leave this cycle and are sent to a new cycle of _training_, the recruitment process continues. This process never ends as each department moves from the completion of selection to a reevaluation of recruitment and selection. This is necessary as each department must accept and file new applications which will be activated and processed through the cycle when departmental attrition reaches a certain level.

Summary

The recruitment cycle in most police departments consists of seven phases which conclude with the selection of new police officers for the force. Phase 1 requires decision making to establish the recruitment mechanisms and selection standards and criteria to be followed. The recruitment process actually opens to candidates during phase 2 in which the media are notified of the job openings. Potential candidates begin the screening process in phase 3, as basic standards regarding age, education, physical condition, and so forth are checked. In phase 4 the testing of applicants is initiated. Tests vary from general knowledge exams to personality and psychological examinations. Phase 5 ordinarily involves an investigation to check the character and background of the individual applicant. The report of this investigation is considered in phase 6 by the oral board that interviews each candidate whose background is found acceptable. This process culminates in the seventh phase—the actual selection of new recruits. Obviously, along the way many interested applicants are eliminated from the process.
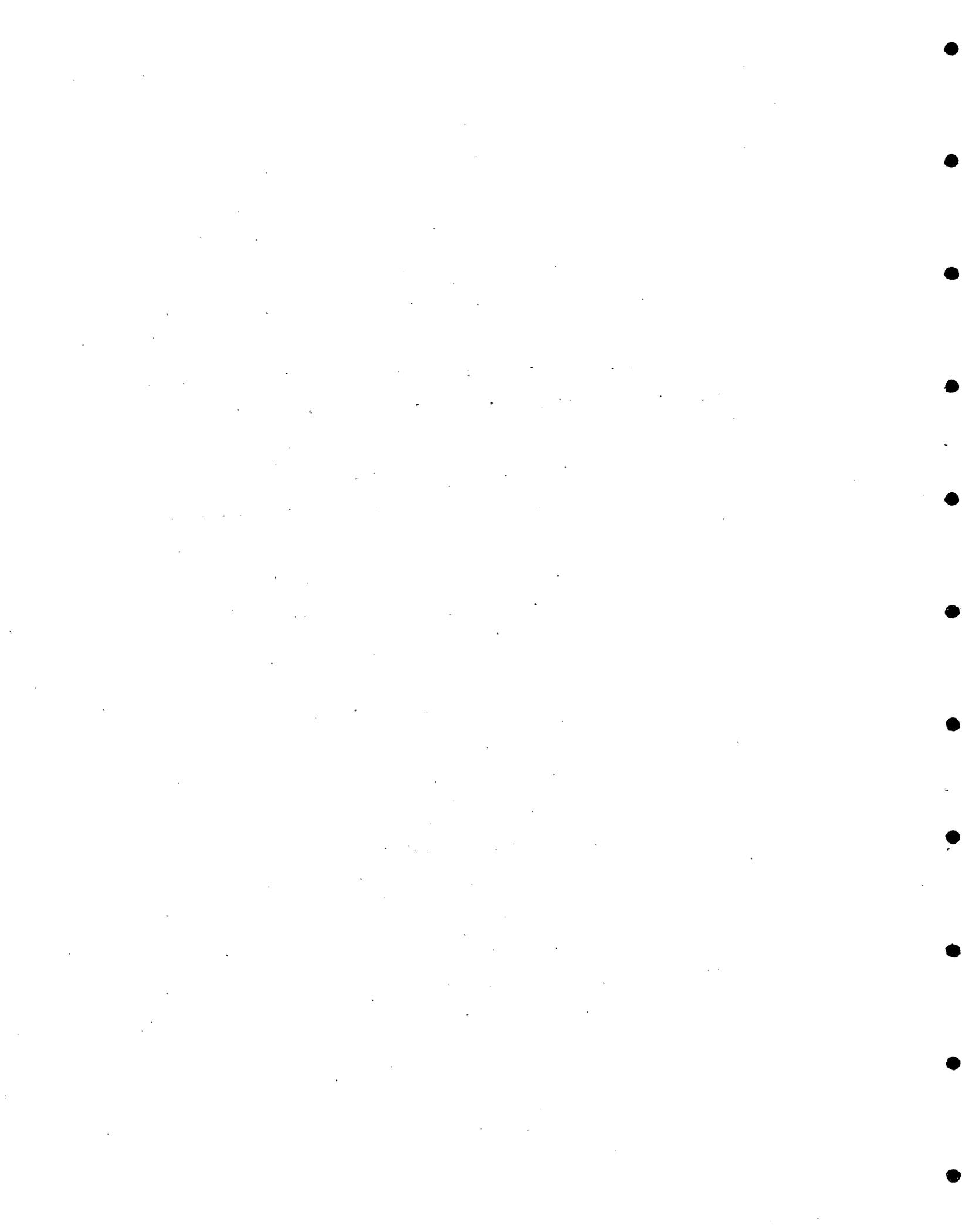
In the Oklahoma survey, which is the basis for this paper, recruitment was found to be limited in most cases to the immediate area via the local media. Recruitment outside of the local area was most commonly characteristic of the larger cities. Nearly one-third of the agencies indicated no active recruitment was conducted. This was more often the case among the smaller cities.

Selection standards tended to be fairly consistent in several areas. Nearly all departments used age 21 as a minimum and 35 as a maximum for application. The high school diploma was almost universally considered as a must, although very few departments required any college training. Physically, most Oklahoma police departments require an applicant to have 20/20 (corrected) vision, have one's weight in proportion to one's height, and to possess no physical disabilities. Regarding the latter, more of the smaller agencies were considering physically handicapped individuals than the larger departments.

All of the agencies were required under state law to reject those convicted of a felony. By policy most also reject misdemeanor and traffic offenders for employment. This was less characteristic of the smallest cities than it was of the largest cities, particularly regarding traffic offenses.

Examinations of a general nature were used by over half of the cities and were most commonly employed in the 50,000 to 100,000 population group. The smallest cities indicated the least amount of reliance upon such exams. Another form of testing used by over half of all departments was the Minnesota Multiphasic Personality Inventory. It also was administered most often in the medium-size cities (50,000 - 100,000) and to a much lesser
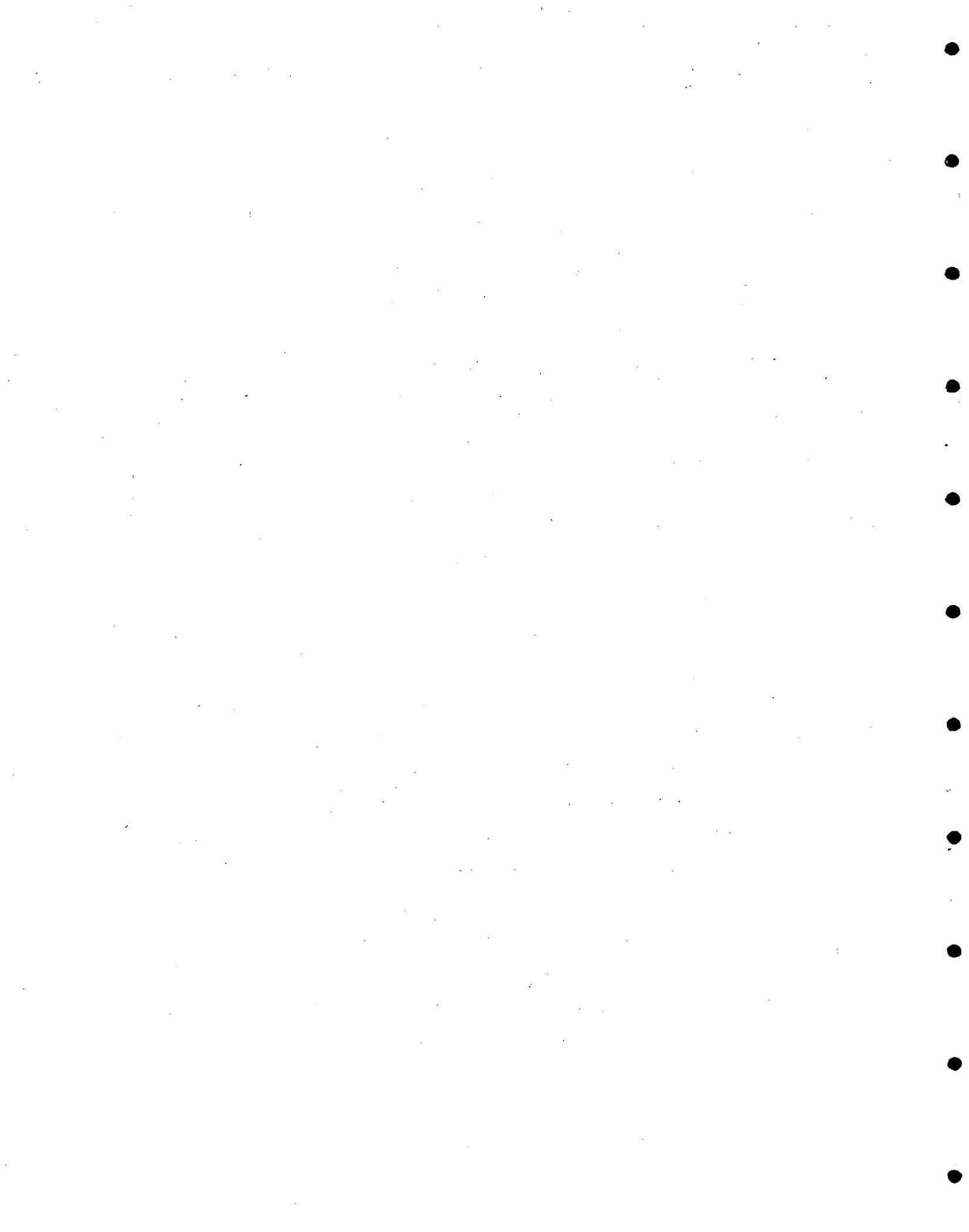
degree in the smallest-size communities (10,000 to 25,000). Another
exam with wide usage was the police adaptability test which was given in
over one-third of the agencies. A similar proportion of departments,
primarily medium-size cities, required applicants to take a polygraph
examination. Finally, very few agencies, only about 20 percent, put
candidates through a physical agility test.

A background investigation was conducted by every police department.
This bit of detective work, as might be expected, was the responsibility
of the police department itself. In over half of the departments it was
found that the scope of this investigation included all applicants regard-
less of their community or state of residence. Both of the largest cities
indicated that all applicants were investigated as did better than 50
percent of the two smaller groups of cities.

Finally, an interview, generally referred to as an oral board was
held in nearly all cities responding to this questionnaire. The majority
of these board members were drawn in most cases from the ranks of the
police officers. This was not true in most of the medium-size cities,
however, as only one-third followed this practice. Five member boards
were found to be most common, although the smaller cities tended to vary
from this to a greater degree than other population groups. In addition
the smaller cities spent more time interviewing individual applicants,
although the norm among the cities was between 30 and 60 minutes.

In sum, these Oklahoma agencies have indicated reliance upon a variety
of selection standards and processes within police recruitment cycles.
Although some differences do appear, particularly when comparing large and
small cities, the practices do tell us something important about Oklahoma
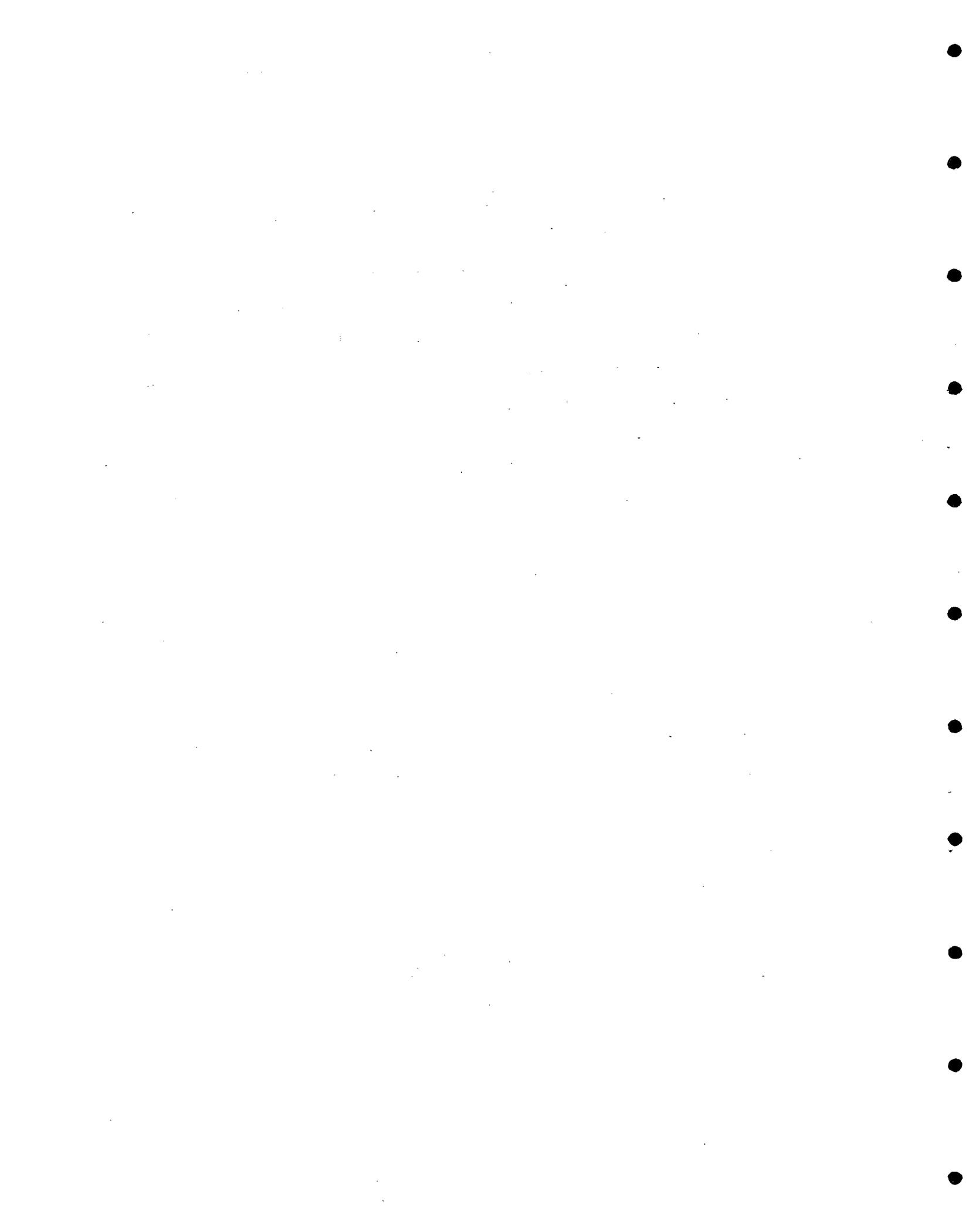
police departments. That is, in the aggregate, these departments employ some fairly rigorous practices in selecting new recruits. The diffusion of these new recruitment mechanisms and criteria throughout the state denote a growing commitment to professional law enforcement standards. These practices are in most cases in step with, if not ahead of, the national norms as revealed in a survey three years earlier. An exact comparison between Oklahoma and the rest of the nation, of course, must await comparable national data for the same year.
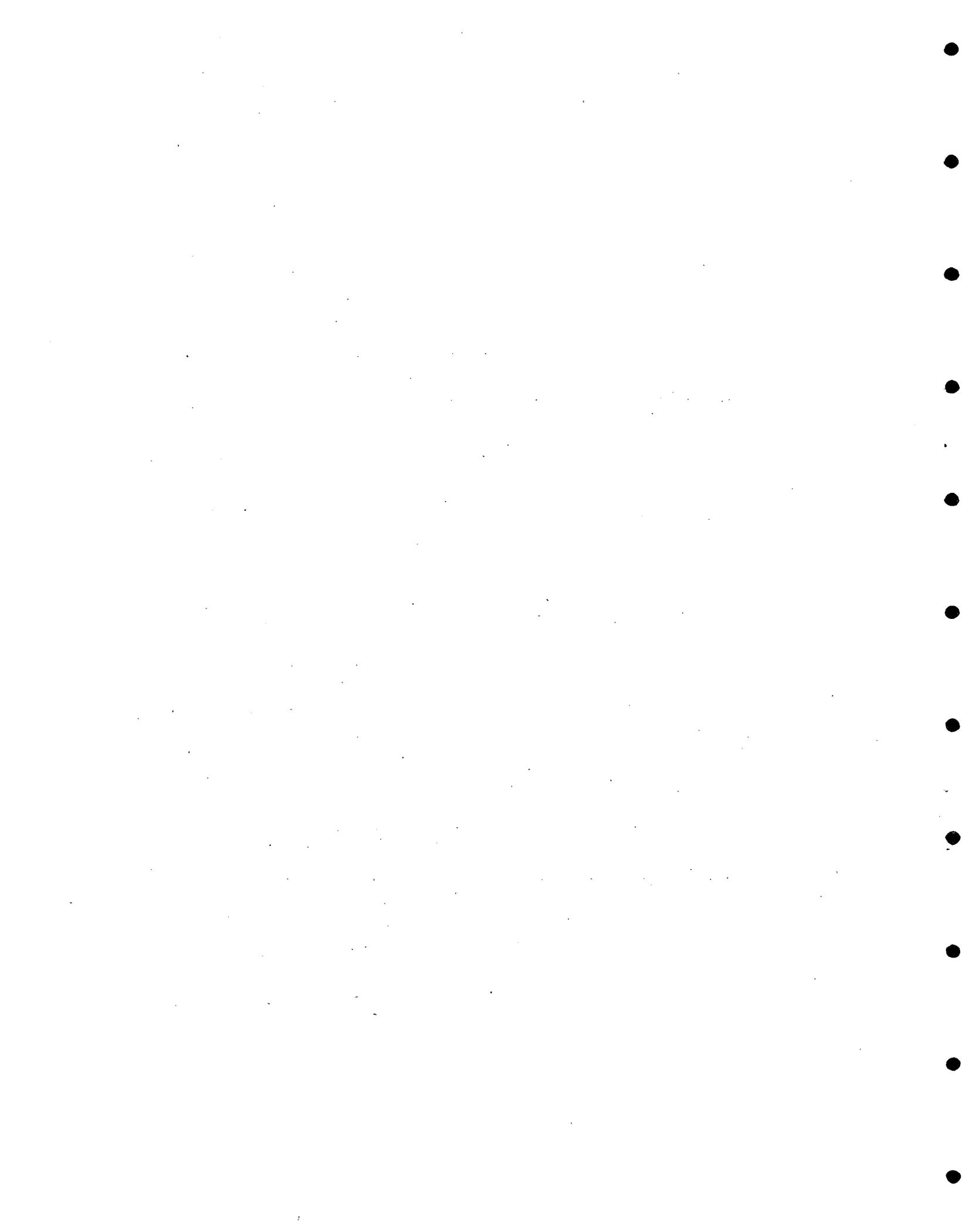
BIBLIOGRAPHY

Adams, Thomas F. Law Enforcement: An Introduction to the Police Role in the Community. Englewood Cliffs, N.J.: Prentice-Hall, 1968.

Baker, Bruce R. and William F. Danielson. In Stahl and Staufenberger. Police Personnel Administration. Washington: Police Foundation, 1974.

Bancroft, Raymond L. "Municipal Law Enforcement, 1966," Nation's Cities 4 (February 1966): 32-36.

Blum, Richard H. (ed.). Police Selection. Springfield, Ill.: Charles C. Thomas, 1964.

Chiaramonte, Robert M. "Applicant Screening Process," The Police Chief 41 (July 1974): 49-50.

Coppock, Robert W. and Barbara B. How To Recruit and Select Policemen and Firemen. 1974.

Cronbach, L.J. Essentials of Psychological Testing. New York: Harper and Row, 1970.

_____ and Goldine C. Gleser. Psychological Tests and Personnel Decisions, 2nd ed. Urbana: University of Illinois Press, 1965.

Due, Floyd O. "Screening Police Applicants," The Police Chief 42 (February 1975): 73-74.

Eastman, George D. Municipal Police Administration. Washington: International City Managers Association, 1969.

Eisenberg, Terry, Deborah Ann Kent, and Charles R. Wall. Police Personnel Practices In State and Local Governments. Washington: International Association of Chiefs of Police, 1973.

_____ and James M. Murray. In Stahl and Staufenberger. Police Personnel Administration. Washington: Police Foundation, 1974.

Flynn, J.T. and Mayfield Peterson. "The Use of Regression Analysis in Police Patrolman Selection," The Journal of Criminal Law, Criminology, and Police Science 63 (December 1972): 564-569.

Frost, Thomas M. A Forward Look in Police Education. Springfield, Ill.: Charles C. Thomas, 1959.

Gavin, James F. and John W. Hamilton. "Selecting Police Using Assessment Center Methodology," Journal of Police Science and Administration 3 (June 1975): 166-176.
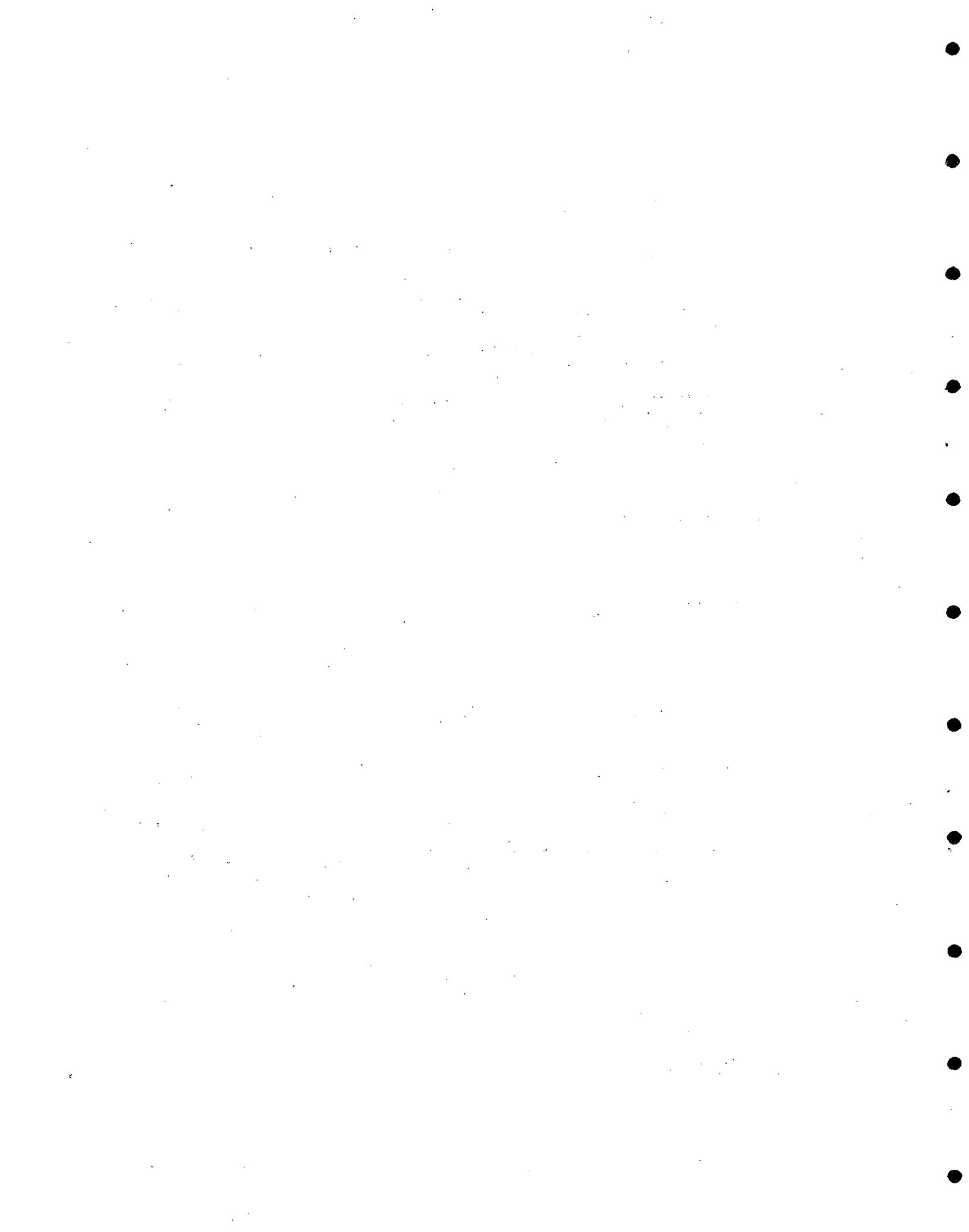
Gottesman, Jay. Personality Patterns of Urban Police Applicants As Measured by the MMPI. Hoboken, N.J.: Laboratory of Psychological Studies, September 1969.

Germann, A.C. Police Personnel Management, 2nd ed. Springfield, Ill.: Charles C. Thomas, 1963.

Kuykendall, Jack L. and Peter C. Unsinger. Community Police Administration. Chicago: Nelson-Hall, 1975.

Leonard, V.A. Police Personnel Adminstration. Springfield, Ill.: Charles C. Thomas, 1970.

McClelland, D.C. "Testing Competence Rather Than for Intelligence," American Psychologist 28 (1973): 1-12.

McCreedy, Kenneth R. "Selection Practices and the Police Role," The Police Chief 41 (July 1974): 41-43.

McGhee, Gary L. "Job-Related Pre-Employment Physical Agility Tests," The Police Chief 43 (January 1976): 42-43.

Mills, Robert B. "Simulated Stress in Police Recruit Selection," Journal of Police Science Administration 4 (June 1976): 179-186.

_____. "New Directions in Police Selection" (Symposium paper presented on the Profile of the U.S. Police Officer, at the annual convention of the American Psychological Association, Honolulu, Hawaii, September 7, 1972).

_____, Robert J. McDevitt, and Sandra Tonkin. "Situational Tests in Metropolitan Police Recruit Selection," The Journal of Criminal Law, Criminology, and Police Science 57 (March 1966): 99-106.

Murphy, Joseph J. "Current Practices in the Use of Psychological Testing by Police Agencies," The Journal of Criminal Law, Criminology, and Police Science 63 (December 1972): 570-576.

O'Connor, G.W. Survey of Selection Methods. Washington: I.A.C.P., 1962.

O'Leary, L.R. "Fair Employment, Sound Psychological Practice, and Reality: A Dilemma and a Partial Solution," American Psychologist 28 (1973): 148-149.

Osborn, Gary D. "Validating Physical Agility Tests," The Police Chief 43 (January 1976): 43-45.

Porter, Edward and Gary King. Recruiting and Selecting Law Enforcement Personnel. Norman, Okla.: University of Oklahoma, Southwest Center For Law Enforcement Education and Training, 1972.
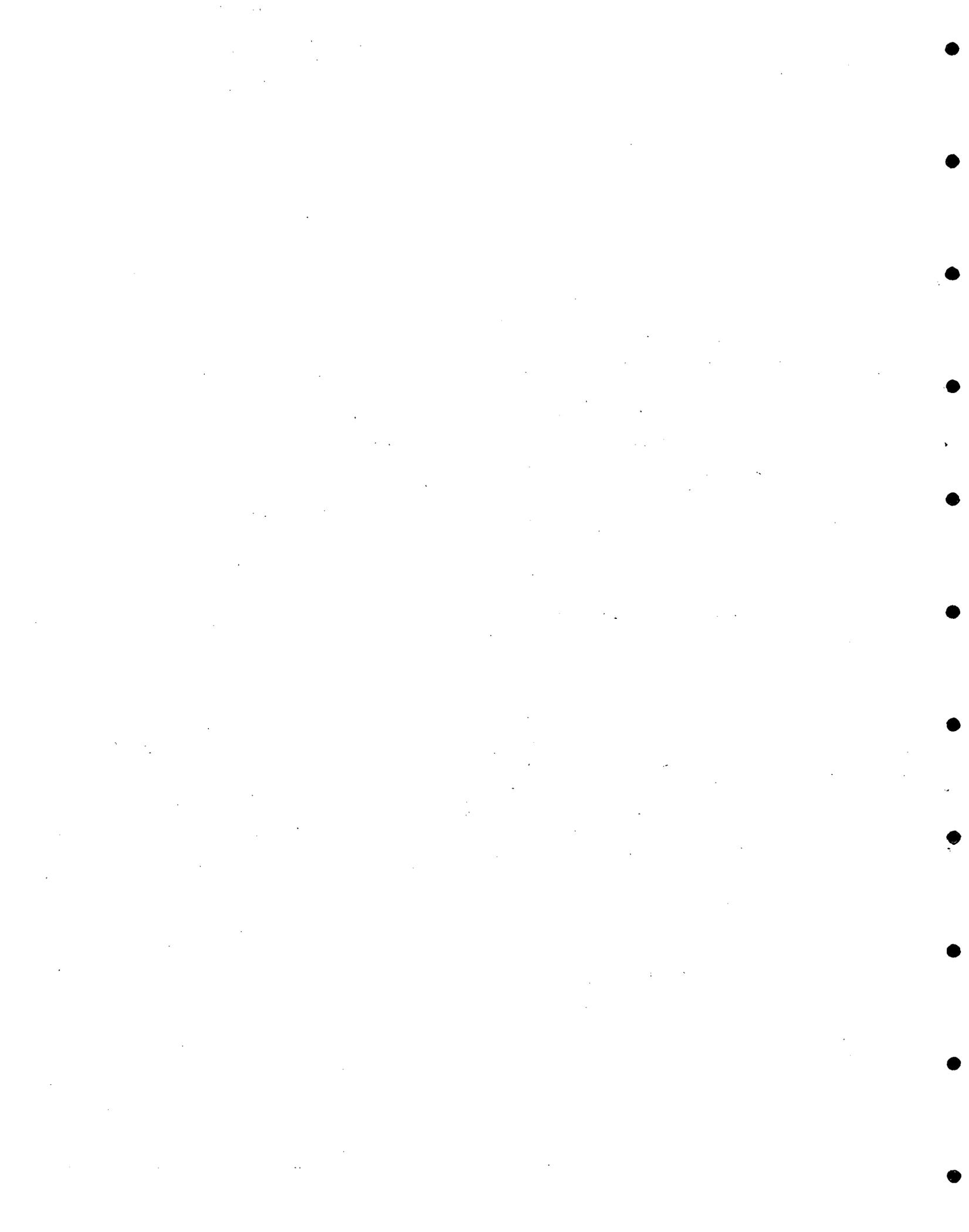
The President's Commission on Law Enforcement and Administration of
Justice. The Challenge of Crime in a Free Society. Washington:
U.S. Government Printing Office, 1967a.

_____. Task Force Report: The Police. Washington: U.S. Government
Printing Office, 1967b.

Rhead, Clifton, Arnold Abrams, Harry Tosman and Philip Margolis.
"The Psychological Assessment of Police Candidates," American
Journal of Psychiatry 24 (1968): 1575-1580.

Saunders, Charles B. Upgrading the American Police. Washington:
Brookings Institution, 1970.

Saxe, Susan J. and Martin Reiser. "A Comparison of Three Police
Applicant Groups Using the MMPI," Journal of Police Science and
Administration 4 (December 1976): 419-425.

Shavelson, Richard J., Leonard C. Beckum and Brian Brown. "A Criterion
Sampling Approach To Selecting Patrolmen," The Police Chief 41
(September 1974): 55-61.

Sparling, Cynthia L. "The Use of Education Standards As Selection
Criteria in Police Agencies: A Review," Journal of Police Science
and Administration 3 (September 1975): 332-335.

Spencer, Gilmore and Robert Nichols. "A Study of Chicago Police Recruits,"
The Police Chief 38 (June 1971): 50-55.

Stahl, O. Glenn and Richard A. Staufenberger. Police Personnel
Administration. Washington: Police Foundation, 1974.

Swanson, Cheryl G. and Charles D. Hale. A Question of Height Revisited:
Assaults on Police. Norman, Okla.: University of Oklahoma, Bureau
of Government Research, 1974.

Talbert, Terry L., W.W. Ronan, Charles L. Anderson, Richard Feehan,
and John Rogers. "A Study of the Police Height Requirement,"
Public Personnel Management 3 (March-April 1974): 103-110.

Territo, Leonard. "The Use of the Polygraph in the Pre-Employment
Screening Process," The Police Chief 41 (July 1974): 51-53.

Teske, Raymond H.C., Jr. "Factors Related To Personnel Turnover in
Law Enforcement Agencies," The Police Chief 43 (April 1976): 62-65.

Thweatt, William H. "Improving Police Selection on a Shoestring Budget,"
The Police Chief 39 (November 1972): 60-63.
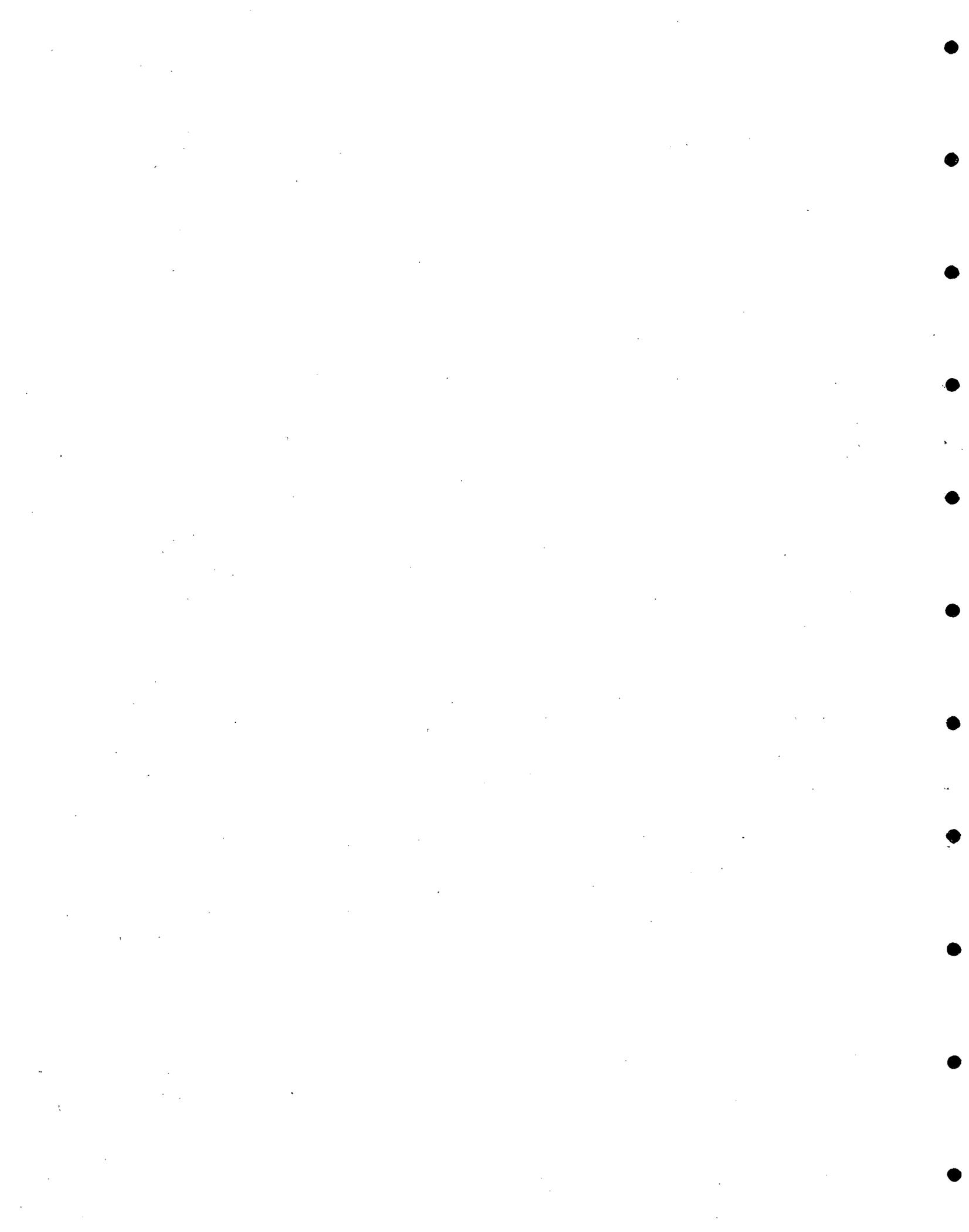
Tyler, L.E. The Psychology of Human Differences. New York: Appleton-
    Century-Crofts, 1965.

Wall, Charles R. and Leo A. Culloo. "State Standards For Law Enforcement
    Selection and Training," Journal of Police Science and Administration
    1 (December 1973): 425-432.
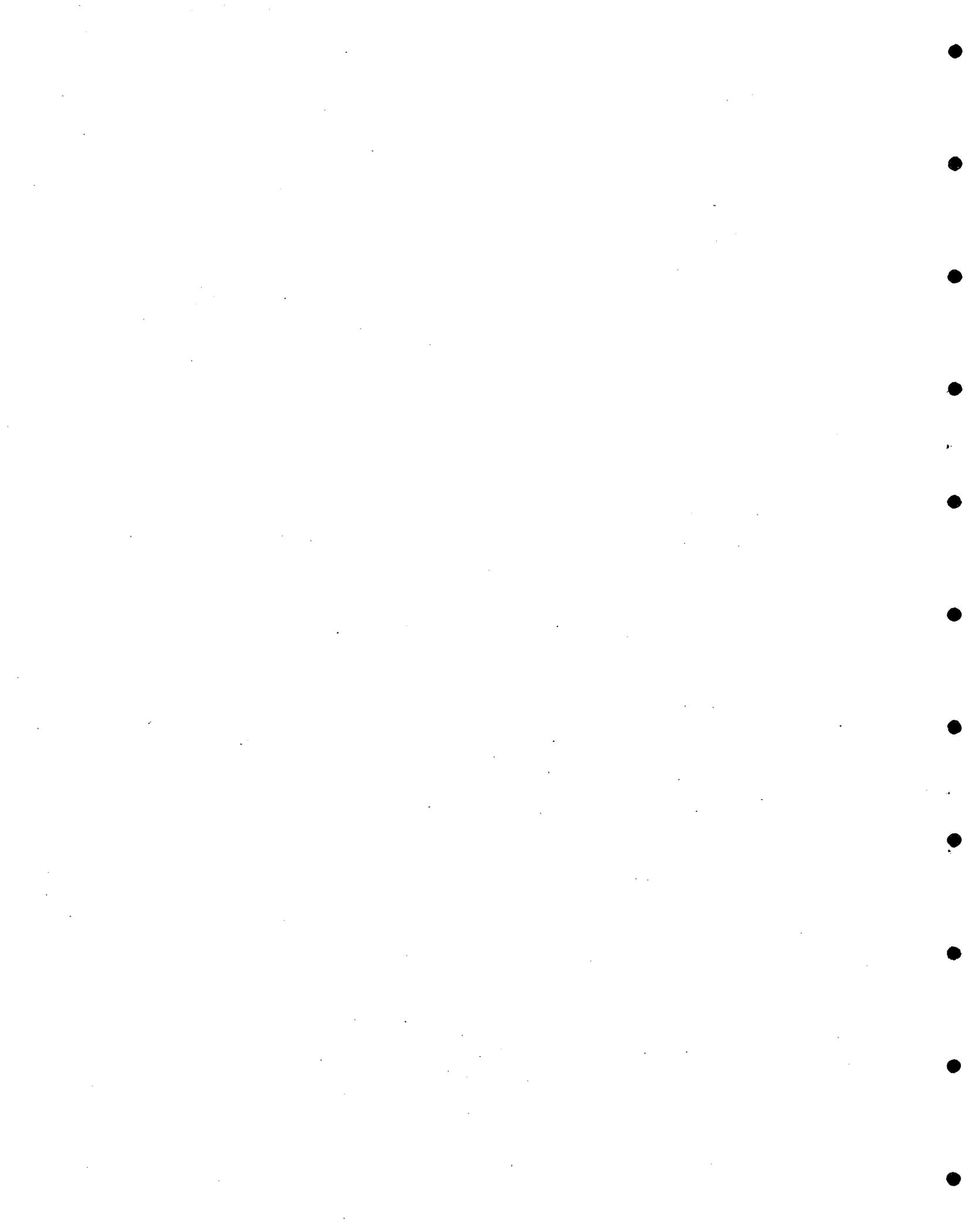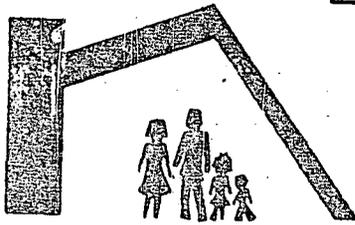
a design for living
September 27, 1976

THE CITY OF
NORMAN, OKLAHOMA
POST OFFICE BOX 370 . 73069

POLICE DEPARTMENT
405/321-1444

Dear Chief,

We are at the present time seeking information from various departments in Oklahoma concerning their recruitment and selection processes used in the hiring of new police officers. We are particularly interested in the particular requirements that your department follows. In addition, our study will attempt to find any association between those requirements or processes and the attrition rate of new police recruits during their probationary period.

To this end, we have enclosed a questionnaire which we would like to have completed and returned to our department. We, of course, understand the time demands of any police department and have therefore kept this questionnaire as brief and simple as the study would allow.

Any help that your department could render in completing the questionnaire would be greatly appreciated. In return, we would be glad to send you a summary copy of the survey findings

Thank you in advance for your assistance.

Sincerely,

Don P. Holyfield
Chief of Police

By: John P. Pelissero
      Planning and Research Unit

JPP:jg

Enclosure: Questionnaire
            Self-Addressed, stamped envelope

THE UNIVERSITY CITY
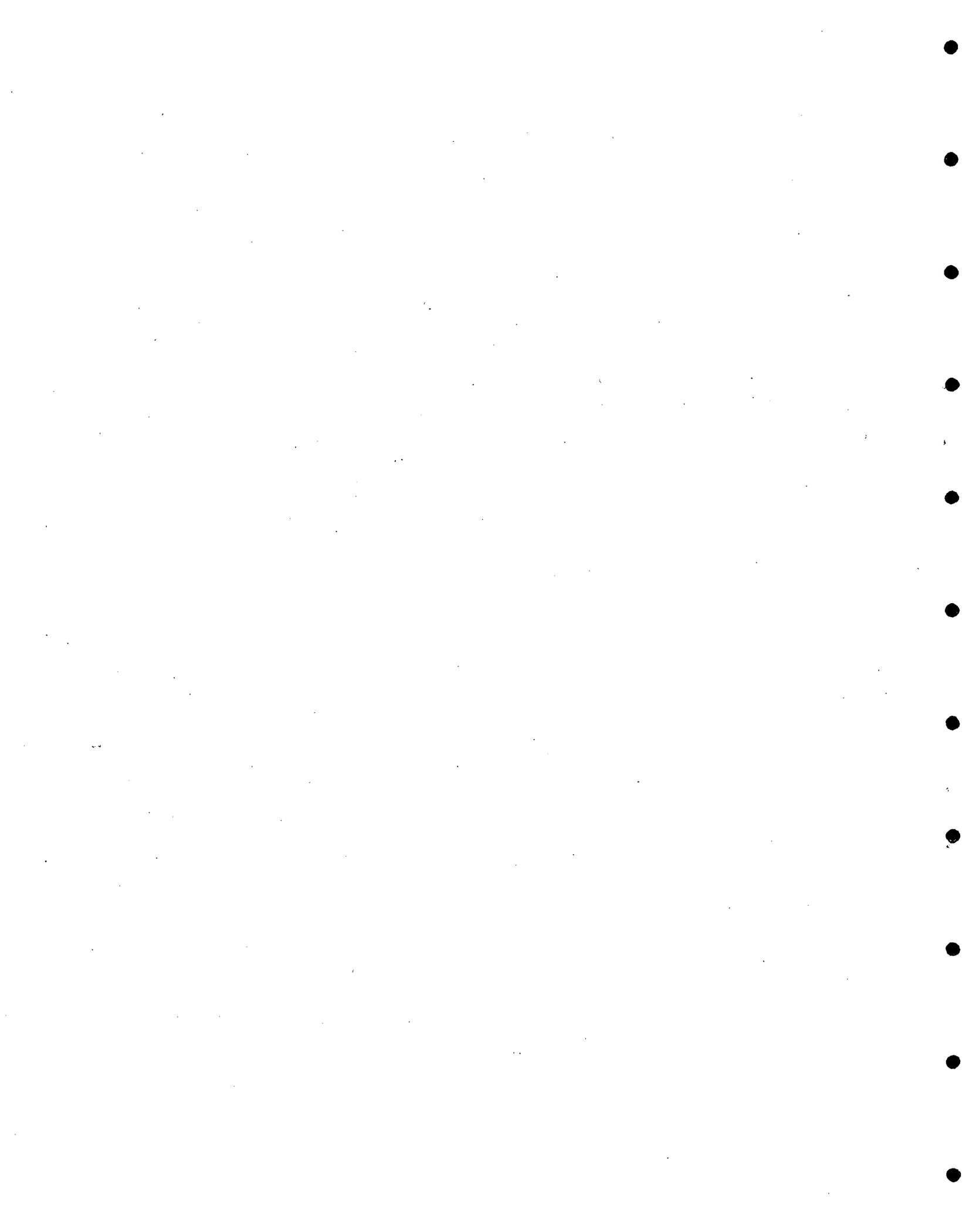
Please Return To:
Norman Police Department
P.O. Box 370
Norman, OK 73069

OKLAHOMA POLICE PERSONNEL
RECRUITMENT, SELECTION AND
ATTRITION OF POLICE RECRUITS
QUESTIONNAIRE

Police Department:

_____
City

INSTRUCTIONS: The questions below relate to the methods being used presently in the selection of personnel for the position of police officer. Most of the questions can be answered by placing a mark on the proper line or lines __x__ or by filling in a word or two in the appropriate space. Please answer all questions about methods in use between 1971 and 1975. If a particular method was added or dropped during any particular year between 1971 and 1975, please indicate in the left margin the year that such took place. Disregard any questions that are not applicable to your department.

AGE	Minimum age for applying_____. Maximum age for applying_____.
EDUCATION	Do you require a high school diploma or equivalent? Yes____ No____ Do you require college Hours? Yes____ No____. If yes, indicate the minimum hours required_____. Do you require a college degree? Yes____ No____. If yes, check the appropriate degree: Associate (general)____ Associate (police related or police science)____ Bachelor (general)____ Bachelor (police related or police science)____.
HEIGHT AND WEIGHT	Minimum height____feet,____inches. Maximum height____feet,____inches. Minimum weight____pounds. Maximum weight____pounds. If other criteria is used, such as proportionate weight to height, please indicate: _____
VISION	Indicate your vision requirements:_____
CITIZENSHIP	Do you require U.S. Citizenship? Yes____ No____.
CRIMINAL CONVICTIONS	Do you reject applicants for felony convictions? Yes____ No____. Do you reject applicants for numerous misdemeanor charges? Yes____ No____. If yes, does this include traffic violations? Yes____ No____.
PHYSICAL DISABILITY	Do you reject applicants for having a physical disability? Yes____ No____. List any exemptions:_____
CHARACTER	Must applicants possess "good moral character"? Yes____ No____.
EXAMINATIONS	Check areas measured by tests or tests used: General Information____ Specific Information (laws, etc.)____ Memory____ Reading Ability____ Police Adaptability Test____,passing score____; Minnesota Multiphasic Personality Inventory____ IQ test____,what is required IQ level?____ Physical Agility Test____, passing score____. Please list any other tests used in your selection process:_____
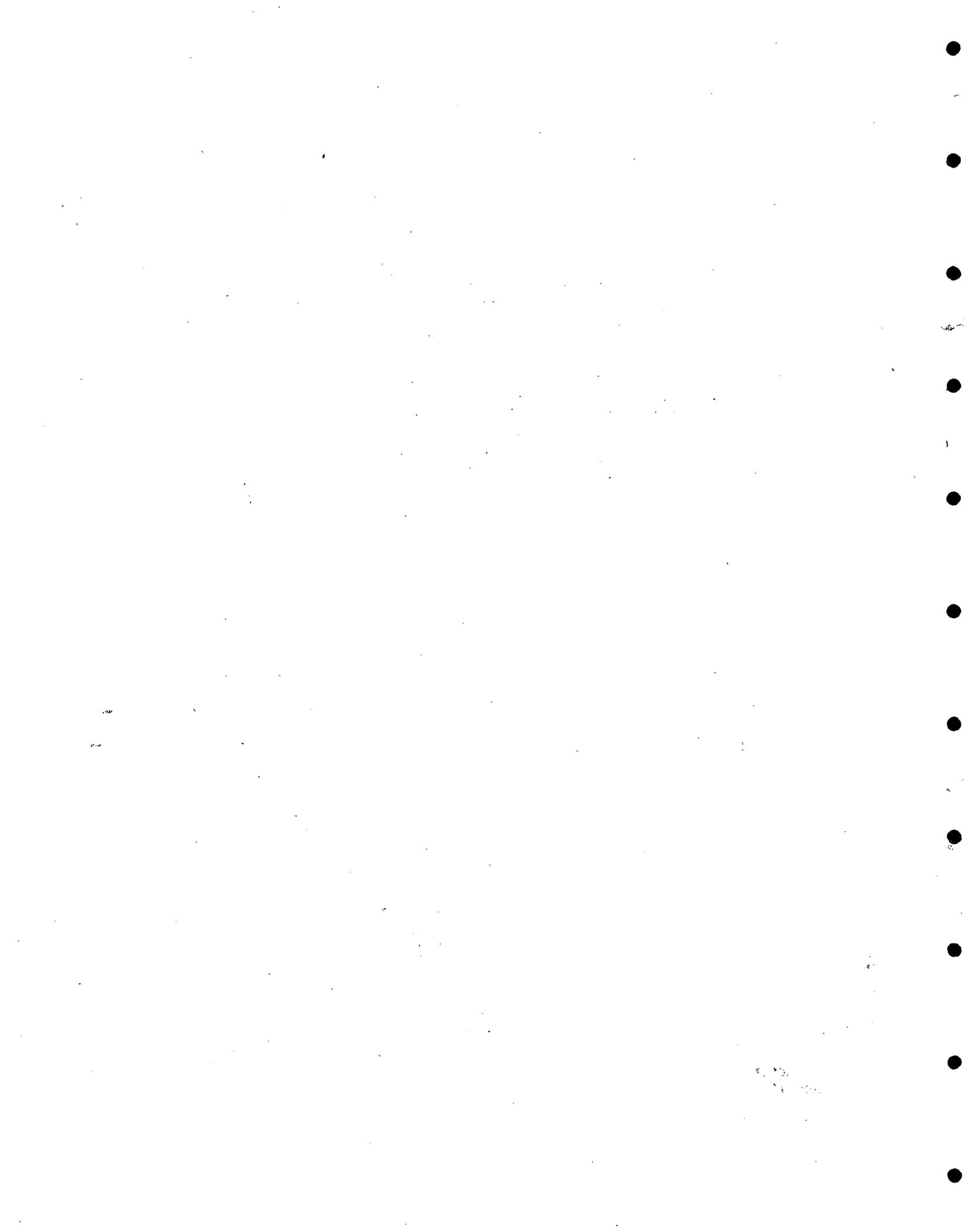
POLYGRAPH	Must the applicant satisfactorily pass a polygraph exam? Yes_____ No_____.
INVESTIGATION	Must the applicant satisfactorily pass a background investigation Yes_____ No_____. Who conducts this investigation? Police_____ City Personnel_____ Other (please specify:)_____ Do local investigators (as indicated above) investigate applicants living in the city? Yes_____ No_____. outside the city limits? Yes_____ No_____ outside the state? Yes_____ No_____. If no to persons outside of the city or state, indicate how information is gathered on such applicants: _____ _____ _____
INTERVIEWS	Must the applicant appear before an oral board? Yes_____ No_____. Number of persons on the board_____ How many from the police?_____ Other agency _____(please specify)_____. Approximate time devoted to each applicant_____: Please indicate any other interviews involved: _____
RECRUITMENT	Please check any of the following used in notifying the public of openings in your department: Local newspaper stories_____ Radio_____ Local TV_____ Local Newspaper Ads_____ Statewide Newspaper Ads_____ Statewide Magazine Ads_____ Nationwide Magazine Ads_____ (please specify state or national magazines used (e.g. Police Chief, etc.))_____ Specify other forms of advertising used:_____ _____
OTHER REQUIREMENTS	Please list any other requirements used in your department. This space may also be used to comment on types of waivers or exemptions for the items checked anywhere in this questionnaire._____ _____ _____ _____

ATTRITION INFORMATION: In order to find any association between the practices listed above and recruit attrition, we will need information on the number of recruits hired (both in-state and out-of-state people) who left for any reason during their probationary period or during the first year, which ever is longer. Please list those figures below.

YEAR	NUMBER OF IN-STATE PERSONNEL HIRED	NUMBER OF IN-STATE PERSONNEL WHO LEFT DURING PROBATION	NUMBER OF OUT-OF-STATE PERSONNEL HIRED	WHO LEFT DURING PROBATION
1971				
1972				
1973				
1974				
1975				

If you desire, on a seperate sheet comment on the reason given for the attrition during 'v specific year or for all years.   Thank you for your cooperation.

ed from: O'Connor (1962).
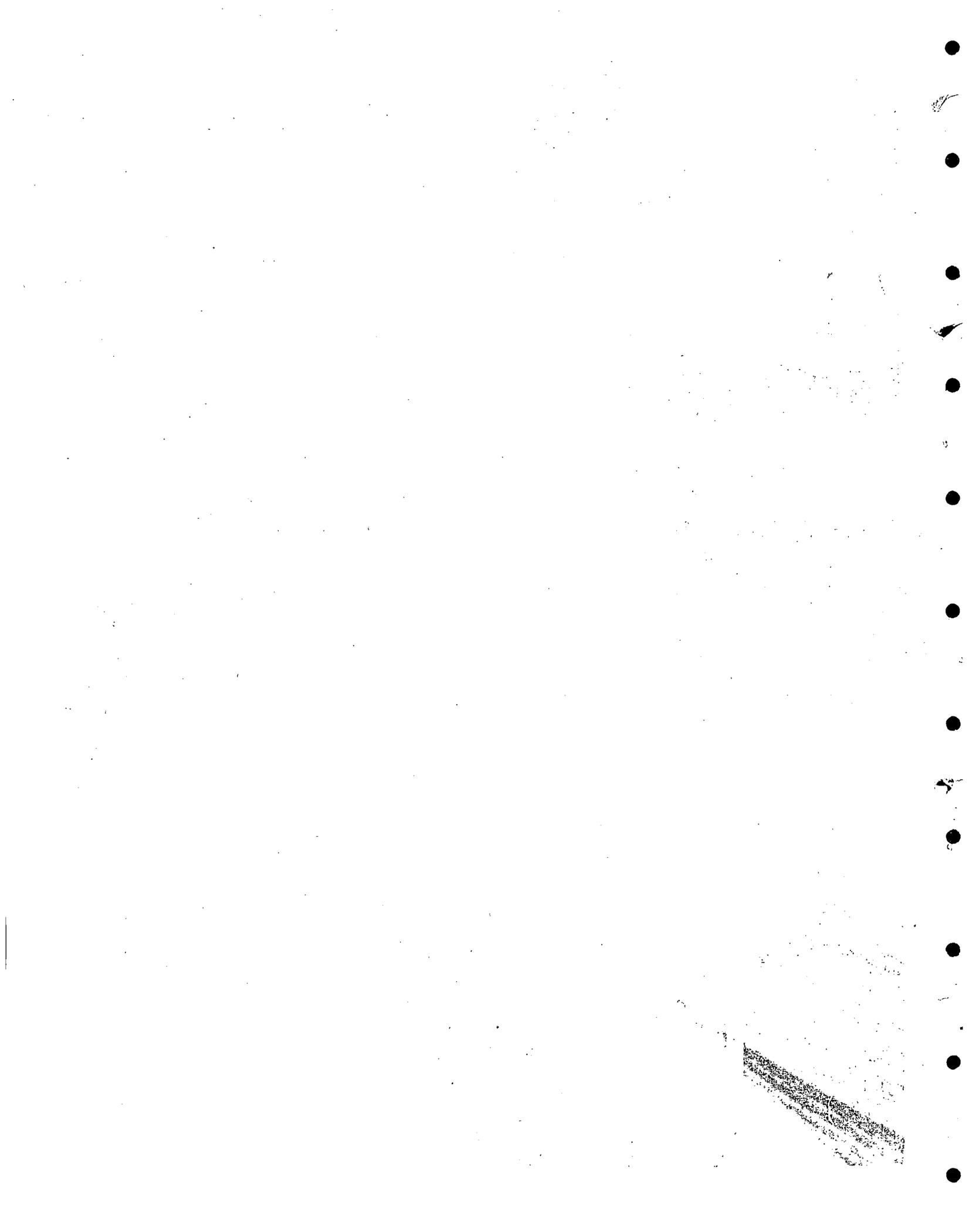
END

DATE

FILMED

7-13-79

NTIS