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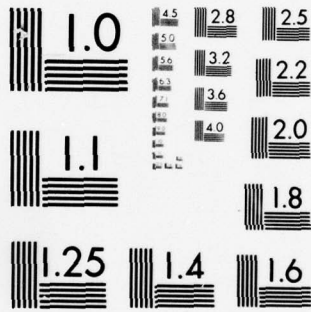
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A COMPARATIVE ANALYSIS OF  
SELECTION AND PROBATION PROCEDURES  
FOR DEPARTMENT OF THE AIR FORCE  
CIVILIAN POLICE OFFICERS

THESIS

AFIT/GSM/SM/77D-29

Robert E. Voigt  
Captain USAF

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6 A COMPARATIVE ANALYSIS OF  
SELECTION AND PROBATION PROCEDURES FOR  
DEPARTMENT OF THE AIR FORCE CIVILIAN  
POLICE OFFICERS.

9 Master's THESIS,

Presented to the Faculty of the School of Engineering  
of the Air Force Institute of Technology  
Air University  
in Partial Fulfillment of the  
Requirements for the Degree of  
Master of Science

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10 by Edward  
Robert E. Voigt, B.S.  
Captain USAF  
Graduate Systems Management

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## Preface

This report represents the result of my efforts to analyze and compare selection and probation procedures for Department of the Air Force (DAF) civilian police officers. This report is meant to provide an understanding of current selection and probation procedures, and does not attempt to propose any new theories. It is hoped that the findings of this research benefit those agencies involved in the survey by providing insight into selection practices used by police managers.

I am deeply grateful to the many individuals who helped make this study possible. The expression of appreciation for their time and effort must certainly begin with thanking Dr. Raymond H. Klug, my thesis advisor, for his guidance and invaluable suggestions in the accomplishment of the research and the preparation of this report. Next, I would like to thank Colonel Paul J. Petrich, Chief of Security Police for Air Force Logistics Command, for his assistance in defining the problem and establishing the objectives of the research effort. Also, my appreciation is given to Major Saul Young, AFIT faculty, for his assistance as second reader, and to all those individuals interviewed in police agencies who gave their time and knowledge in order that this research could be performed. People from all these agencies were extremely receptive and helpful.

Finally, I would like to thank my wife, Mickie,  
for her assistance and understanding while I worked  
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Robert E. Voigt

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## Abstract

The purpose of this study was to validate or refute that a problem exists in the determination of adequate selection and probation procedures for Department of the Air Force (DAF) civilian police officers at Wright-Patterson Air Force Base, Ohio. The primary objective was to conduct an analytical comparison of contemporary procedures in order to lay the foundation for future developments in DAF civilian standards. The study was based on an extensive literature search which provided a knowledge base for field research conducted through personal interviews at selected police agencies.

The analysis of the responses resulted in a composite view of current hiring practices and revealed several areas of selection and probation procedures commonly used by local police agencies. It was found that WPAFB civil service hiring procedures appear to be significantly different from hiring practices observed in the field research in some areas. Some significant findings were that WPAFB does use a higher maximum age limitation, does not use physical agility testing nor intensive background investigations, does not use a board of examiners for interviewing potential applicants, does not apply psychological evaluation or minimum educational prerequisites, and does not utilize written

intelligence or aptitude examinations. A detailed discussion and analysis of each item is included in the study.

It was concluded that a problem does exist in the determination of adequate selection procedures for Air Force civilian police officers and that current WPAFB hiring practices probably provide less effective screening of potentially unfit candidates than some local police agencies.

A COMPARATIVE ANALYSIS OF  
SELECTION AND PROBATION PROCEDURES FOR  
DEPARTMENT OF THE AIR FORCE CIVILIAN  
POLICE OFFICERS

I. Introduction

In recent years, the topic of police personnel management has gained popularity and visibility. The public has increasingly demanded better police service and higher quality police performance. The consensus is that these demands have not been adequately met in either the public, private or military sense. As a result, managers have begun to look more closely at the criteria which have been used for selecting personnel to serve as police officers. This is particularly true in the military where the police officer, whether civilian or military, is entrusted with protecting the combat capability of the Air Force, providing installation security, and maintaining law and order (Ref 1:1).

Prior to the development of the thesis problem, the reader is provided with a discussion on background material relating to the problem explored in this study. Once the background is established it is possible to state the problem, purpose, objectives and significance of the thesis.



A brief description of the organization for the remainder of the thesis is then provided.

### Background

The history of law enforcement as it relates to the local police officer reveals a continuous change in the concept of what the role and functions of municipal police should be. It is not difficult to understand these changes when the industrial and technological changes of the last century are taken into account. A few decades ago a police officer needed only to be able to acquire the skills necessary to handle firearms and to interpret the penal code of the community. The increase in the complexity of society made it necessary in recent years for the professional police administrator to begin to look more carefully at the personnel side of the police operation (Ref 16:564).

The personnel problem is probably the most critical issue facing the police service today. August Vollmer did not exaggerate when he opined that a policeman is expected to have

... the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of the Good Samaritan, the strategy of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the Carpenter of Nazareth, and finally, an intimate knowledge of every branch of the natural, biological and social sciences (Ref 37:222).

Vollmer actually highlights the fact that a very important



phase of police personnel management is that of selection.

Historically, public personnel management has been plagued by the spoils system where officials were appointed based on "who they knew" and not on individual qualifications. Serious managerial deficiencies resulted and caused the major attention of the past decade to be directed toward barring the unfit; only recently has a policy of positive selection or "getting the best" been adopted by a few progressive police departments. The majority of agencies remain negatively orientated. According to A. C. Germann:

It is vital to the future of the police service, and essential to the effectiveness of current operations, that a positive selection policy be adopted universally. The patrolman of today - due to the traditional policy of recruiting administrators "from the ranks" - is the chief of police tomorrow, and yesterday's selection philosophy will not suffice to provide personnel equipped to meet today's problems (Ref 17:13).

Only by upgrading the selection philosophy of a department and then following through with a positive plan of action can a police service develop into a truly professional organization manned by employees of intelligence and integrity.

Major General Thomas M. Sadler, USAF Chief of Security Police, reflected on the need for exacting standards when he wrote:

The nature of our duties as the combat ground units of the Air Force demand a "lean and mean" force that is able to rely on its legs, arms, heart and stamina with the same confidence we have built into our weapons. We must be mentally and physically tough . . . If we are not in top shape physically and mentally, we are not combat ready (Ref 30:1).

General Sadler also cited higher Air Force standards and high military Security Police standards for the improvement in the type of individuals entering the police career field (Ref 31:54).

The difficulties of police executives in satisfying both the public demands and the department needs was illustrated by William Bopp when he stated:

Critics of the police often charged that at the core of the problem was the recruitment and selection policies of the department, whose standards were permitting less than qualified applicants to be inducted into the police service. Chiefs of police responded by explaining that the economic realities of law enforcement militated against attracting high-caliber people. But when the financial picture brightened and departments began to substantially upgrade entry standards, these same critics scored their chiefs once again, this time for implementing recruitment and selection policies that discriminated against minority groups who could not always meet the new standards (Ref 4:142).

A quality problem in a police system may begin with inadequate standards of selection which permit too many unqualified men to enter and is then extended by ineffective probation. Police officers are often compelled to make instantaneous decisions, and mistakes in judgment could cause irreparable harm to the community. The failure to establish and enforce high professional standards can be costly, both for the police and society. The President's Commission on Law Enforcement (PCLE) stated:

Existing selection requirements and procedures in the majority of departments, aside from physical requirements, do not screen out the

unfit. Hence, it is not surprising that far too many of those charged with protecting life and property and rationally enforcing our laws are not respected by their fellow officers and are incompetent, corrupt, or abusive. One incompetent officer can trigger a riot, permanently damage the reputation of a citizen, or alienate a community against a police department. It is essential, therefore, that the requirements to serve in law enforcement reflect the awesome responsibility facing the personnel that are selected (Ref 27:125).

A police department must be careful, however, in the establishment of selection and probation procedures. The improper use of employment selection devices recently caused the practice to come under the scrutiny of the U. S. Court system. On 8 Mar 1971, the U. S. Supreme Court, in *Griggs, et al., vs. Duke Power Company*, established that entry tests which are not clearly related to the job are unlawful. The issue in the case involved the use of an aptitude test and a requirement for a high school education in a non-technical position. In a unanimous decision, the court stated that job applicants should be selected on the basis of qualifications having a demonstrable relationship to successful job performance. The core of the decision is contained in the following excerpt:

Nothing in the Act precludes the use of testing or measuring procedures; obviously they are useful. What Congress has forbidden is giving these devices and mechanisms controlling force unless they are demonstrably a reasonable measure of job performance. Congress has not commanded that the less qualified be preferred over the better qualified simply because of minority origins. Far from disparaging job qualifications as such, Congress has made such qualifications the controlling factor,

so that race, religion, nationality, and sex become irrelevant. What Congress has commanded is that any tests used must measure the person for the job and not the person in the abstract (Ref 21:10399).

A major question about selection and probation procedures currently being discussed is whether standards adequately discriminate between the fit and unfit. In addition, the question of how these procedures can be improved is raised with increasing frequency. In most major police departments, policemen are selected through a civil service procedure in which applicants must meet certain objective standards and pass a battery of both mental and physical tests. In addition, some cities utilize subjective criteria based on oral interviews and character investigations.

Any effort to improve the overall quality of the Air Force civilian police force should include an examination of current selection and probation procedures. Some Air Force personnel have alleged that these procedures are inadequate in comparison to those utilized by non-Federal police agencies. Additionally, selection criteria for Air Force military personnel are well defined and regulated; comparatively, there is a general lack of adequate selection criteria for Department of the Air Force (DAF) civilian police officers. A candidate for an Air Force civil service police position need only meet the following minimal qualifications (Ref 26:2 and 36:2-3):



1. Possess traits and characteristics which are important to success in police work, including: alertness, ability to work in stress situations, ability in oral expression, tact, integrity, capacity for effective public relations, practical intelligence, and good judgment.
2. At least 21 years of age.
3. Physically able to perform police duties.
4. Vision correctable to 20/20, distinguish colors.
5. Hear conversational voice.
6. No amputations.
7. Possess emotional and mental stability.
8. Must be able to read and write.
9. Qualified to perform work involving excessive changes in temperature both inside and outside.
10. Be able to withstand prolonged walking and standing.

Some of the civil service qualifications listed above appear to lack specificity and instead project generalities which may be open to individual interpretation. A standard required by the Civil Service Commission should be specific enough to insure that the security policeman is "mentally and physically able to perform those duties required to protect USAF resources, to enforce law and order, and to confine and retain prisoners" (Ref 2:2-1). The existence and use of a set of well defined selection criteria could hopefully aid in screening applicants and selecting recruits with these qualities.



One method would involve a comparative analysis between DAF civilian police procedures and local police agencies. It sets the stage and prescribes the approach for this study. It is assumed that Wright-Patterson Air Force Base (WPAFB), Ohio, is the Air Force representative for study purposes.

With this basic information on the nature of the problem, it is appropriate to frame and present a concise statement of the problem followed by purpose and objectives of the research, significance of the problem and lastly, the organization of the thesis as presented in this study.

#### Statement of the Problem

There is a need to investigate and analyze the employment selection and probation procedures utilized by the Air Force in selecting civilian security police officers at WPAFB. Alleged managerial difficulties with personnel and problems in the quality of the police force have created interest in a research study for the assessment of civilian police selection criteria. Logical sources of information in the selection criteria field would be current literature and local police agencies. The problem addressed in this thesis becomes whether DAF civilian police selection and probation procedures are adequate and comparable to those utilized by selected non-Federal police agencies in the vicinity of WPAFB.

## Purpose and Objectives

The purpose of this research effort is to validate or refute that a problem exists in the determination of adequate selection and probation procedures for DAF civilian police officers at WPAFB. The study, through a review of current literature and a comparative analysis, will provide information which may be used in the future consideration of DAF selection and probation procedures for civilian security policemen and women.

The primary objectives of this thesis follow:

1. To determine the state of the art in police employment selection and probation procedures through a review of current literature.
2. To examine the selection and probation procedures utilized by the DAF in selecting civilians.
3. To develop information for review and analysis of selection and probation procedures used by non-Federal police agencies in the vicinity of WPAFB.
4. To compare the DAF selection and probation process with non-Federal agencies in order to lay the foundation for future developments in DAF civilian standards.

Some assumptions were necessary in order to proceed with the research for the report. The first assumption is that DAF military and civilian police officers are engaged in comparable work with other non-DAF police officers. Although the amount of time spent on the different police functions of patrol, guard and investigation may differ, it is assumed that the basic mission of law enforcement remains the same.

Another assumption is that WPAFB will have a continuous need for civilian police officers to handle the complex problems of law enforcement. An option which is available to Air Force planners is to replace all the civilian police positions with military members, as is the case at many installations; the reverse is also an alternative of less likelihood.

#### Significance of the Problem

One cornerstone of community strength rests on the quality of the police service which is ultimately dependent on the individual police officer. Any inadequacies of selection standards affect not only the rank and file, but also the future leadership of the police profession which is normally drawn from within. Failure to require strict and justifiable police selection procedures can weaken the whole community structure.

The economic need for assuring and enforcing effective selection procedures is emphasized by the large amount of employees involved and the vast amount of expenditures required to maintain the force. As of August 1975, the police employment level in the United States reached 654,000 at a cost of 8.5 billion dollars to the taxpayer (Ref 34:164). The criticality of the mission and its contribution to societal welfare present pressing issues and the reason for the existence of a police force.

Improvements in police selection may help to achieve the objective of higher quality police performance and public service. The accumulation of knowledge and an increase in occupational understanding are prerequisites in achieving these goals and a study of this nature will hopefully provide insights into personnel management trends applicable to the government employment selection procedure. Additionally, there may be implications for the development of improved selection procedures.

#### Organization

This research paper is divided into five chapters. Following the introduction in Chapter I, Chapter II discusses the research methodology, including the scope and limitations of the thesis problem, the means of data collection, and method of data treatment. Chapter III presents a review of current literature on the topic of police selection procedures. In Chapter IV, a comparative analysis is made of the methods for selecting DAF civilian police officers and the procedures utilized by independent police agencies in the vicinity of WPAFB. This analysis is presented in subsections on physical, character, intelligence and probation requirements followed by a discussion of findings. Summary, conclusions, and recommendations are presented in Chapter V.



## II. Methodology

This chapter presents the research methodology used in achieving the objectives of the thesis. It identifies the scope and limitations of the thesis and discusses the collection and treatment of the data.

### Scope

This research effort involves an investigation of employment selection and probation procedures for civilian police officers in existence in the Air Force and a comparison to employment procedures in local agencies for equivalent positions.

It is necessary to limit the breadth of coverage of the report due to allocated time limits. In order to limit the scope of this study and report, (1) initial employment criteria and (2) probation issues, were chosen as the two areas for investigation. The problem addressed in this thesis purposely involves only those civilian police officers at WPAFB and does not consider civilian police officers in the Army, Navy or other Department of Defense (DOD) activities. The study is further restricted in scope to exclude an investigation of military selection procedures.

Primary emphasis was placed on the initial selection and probation procedures because these procedures are often used as standards throughout the career of a policeman. Probation criteria were included due to the important role that probation serves in the overall selection process.

For example, permanent status as a policeman is often withheld pending successful completion of a probationary period.

The scope of this effort includes the identification of regulations and guidelines concerning the present hiring policy in civil service and the examination of selected techniques or policies utilized in the public sector in hiring police officers.

The large number of police departments throughout the United States that use employment standards makes it impractical to survey each organization. In order to provide a manageable scope for this study, the survey was limited to a representative sample of police units in the vicinity of WPAFB, eight local police departments were analyzed.

#### Limitations

It is assumed by the researcher that there are areas of concern on selection standards in each police department that may be considered as more important to some officials than to others. Areas in which these differences are not major are excluded from the analysis. Only those qualities are addressed which are considered at this time to be basic throughout the police career field, based upon personal discussions and treatment in current literature. No totally new concepts or philosophies were developed by the writer; rather, an attempt was made to present and compare current practices within the career field. Through such an analysis a consensus of current thought was developed.

Some limitations inherent in this study are due to the fact that a relatively small number of police departments were contacted because of time and travel restrictions. Additionally, there are few departments as large as that at WPAFB in this area. However, it is felt that a sufficiently broad data base was developed and used to draw meaningful comparisons between the different organizations. Furthermore, the thesis is not intended to provide a universal employment standard for Air Force civil service hiring, but rather, it is an effort to identify and examine existing standards in an attempt to aid in the screening of future police officers at WPAFB.

The relatively recent legal developments on civil rights and the rights of women of the last decade have created a great deal of interest and turmoil in the area of employment standards for many career fields. To avoid confusion and controversy over earlier issues that may have changed significantly in the last few years, 1970 was used as the starting point in the literature search to assure currency and relevancy.

#### Data Collection

Library research and field research via interviews were the two primary methods used in gathering information and data for this study. Field research was conducted through interviews and an academic survey of selected police departments.

Library Research. An extensive review of background literature in the field of police selection procedures was conducted first and is presented in Chapter III. Libraries and other secondary sources researched included the following:

1. On site research at the following libraries:

Air Force Institute of Technology  
(AFIT) School of Engineering  
AFIT School of Systems and Logistics  
Wright State University  
University of Dayton  
University of Cincinnati

2. A bibliographical survey conducted through the Defense Documentation Center.
3. A review of Department of Defense Publications and Documents.

The literature search was the major step in the determination of a current system of thought regarding selection procedures. The research also had the impact of bringing clearly into focus the diversity and conflicting views within this area of personnel management.

Field Research. Field research was accomplished in two distinct areas: interviews and an academic survey. Initially, the study required the determination of the exact selection procedures currently in use by DA7 in selecting civilian police officers. This was accomplished through the use of both interviews and publication research. Four supervisors knowledgeable in the civil service police personnel field were contacted for available information and as sources of knowledge.



The last step in the collection of data was to conduct an academic survey of police departments in the vicinity of WPAFB. The survey gathered information through the direct interview of police supervisors and administrators. The objective of the survey was to obtain data on specific selection practices and philosophies currently in use.

Three factors were used in the selection of municipal and state police agencies to be surveyed. First, due to travel limitations of this study the police agency was required to be within a 15 mile radius of WPAFB. Second, in order to contribute to the validity of the comparative analysis, the population served by the police force was required to be at least as great as that served by WPAFB police as determined by the assigned military and civilian strength. The writer recognized the probable correlation between the size of the population served and the size of the police force and chose to use the population criterion as the major factor due to the subsequent ease in limiting the survey effort. Nevertheless, the sizes of the individual police forces were used as a final limiting factor in support of the population requirement. An arbitrary minimum level of 35 police officers, or one third of the WPAFB civilian police strength, was used for this study. The agencies selected for the survey and the relevant data on their selection are presented in Table I.

Table I  
Survey Selection Criteria

Agency Selected	Distance from WPAFB *1	Population Served *2	Size of Police Force
WPAFB	N/A	24,300 *2	112
City of Dayton Police Department (DPD)	10 miles	219,000	476
City of Fairborn Police Department (FPD)	0 miles	33,000	41
City of Kettering Police Department (KPD)	12 miles	69,800	70
Montgomery County Sheriff's Office (MCSO)	N/A	608,000	150
Ohio State Highway Patrol (OSHP)	N/A	N/A	23 local 1175 statewide
City of Springfield Police Department (SPD)	13 miles	76,500	90
Wayne Township Police Department (WTPD)	N/A	45,000	39
City of Xenia Police Department (XPD)	11 miles	26,000	43

\*1 (Ref 28:Appendix A)

\*2 (Ref 19:152)

Data Treatment

The data as collected are presented and subjected to a comparative analysis in Chapter IV. Tables are used extensively to simplify the presentation of the data which is divided into sections on physical, character, intelligence, and probation requirements. In each section the

specific selection criteria are reviewed, categorized, evaluated and compared analytically in terms of status as DAF civil service or non-Federal. The bulk of the non-Federal police agency portion of the study was formed from subjective interviews conducted by the researcher and any written information supplied by the respective agencies. Emerging trends and concepts which appear to be especially relevant are highlighted. Areas in which the Air Force selection criteria appear to be deficient or excessive are noted and discussed.

### III. Current Literature

Proposals to improve the quality of law enforcement often focus on such things as equipment (age and number and kind of vehicles, audio and visual communication equipment, weapons), increasing the number of police officers, and new techniques or organization. It must be recognized, however, that these changes need to be predicated on a strong personnel base that begins with selection procedures.

The usual procedures for selecting police include the use of background checks, medical examinations and written civil service tests. The duties of a police officer often require that one possess a high degree of intelligence, tact, judgment, physical courage, honesty, and emotional stability. Often police departments find it difficult and make little effort to measure these very important, yet somewhat nebulous, qualities at all. Charles B. Sanders noted that:

... except for physical standards, most departments do not make a comprehensive evaluation of each applicant's suitability for law enforcement (Ref 32:41).

Selection requirements might logically include some combination of tests to measure the physical agility, emotional stability and psychological framework of applicants. As an illustration of the lack of comprehensive standards, a generalized version of the prevailing entrance require-



ments in the municipal services of this country for appointment as a patrolman are shown in Table II below. The table indicates that the predominant criteria utilized by police departments normally include age, height, weight, education, physical health and character. Even though these criteria are commonly used, they may not provide enough of an in-depth evaluation of the ability of an applicant.

Table II  
Prevailing Entrance Requirements

Criteria	Requirement
Age	21 to 31 years
Height	5'8" to 5'10" minimum
Weight	150 lbs or more
Education	Grammar school to High School or equivalent
Physical Health	Good health and freedom from any major physical defect
Character	No previous criminal record

(Ref 24:8)

This chapter presents a collection of thought from current literature on selection and probation procedures. The methods various organizations utilize for selection and the requirements for admission to the police force are divided into four basic categories:

1. Physical Requirements
2. Character Requirements
3. Intelligence Requirements
4. Probation Requirements

The four categories are discussed fully in this chapter.

#### Physical Requirements

There are certain aspects of physiology which are crucial factors in the ability of a police officer to perform successfully the task of maintaining law and order. It is almost axiomatic that any police officer requires certain physical characteristics, physical agility and good health. These qualities are necessary to protect not only the lives of the officers but also the lives of the members of the community served.

In a survey conducted for the International Association of Chiefs of Police (IACP), the physical requirements of approximately 500 police agencies were determined. Table III, on the following page, depicts a classification of the age, height, weight, medical exam and agility requirements for police personnel. The requirements are

Table III  
Age, Height, Weight, Agility and Medical  
Exam Requirements for Police Officers

Requirement	Percent with Requirement	Average Minimum	Average Maximum
Age	100%	21	34
Height	97%	68 in.	77 in.
Weight	96%	146 lb.	229 lb.
Medical Exam	95%		
Agility	54%		

(Ref 7:18-19)

given in terms of a percent of the total number surveyed and a minimum/maximum average. The table reflects the almost universal use of four requirements and indicates that only about half of the agencies surveyed used physical agility testing. In addition, the average minimum and maximum levels for age, height and weight provide the reader insight for the figures discussed in the remaining sections of this chapter.

Physical Characteristics. The age, height, and weight of an applicant are the most common physical characteristics used in establishing selection criteria. General consensus of opinion regarding age requirements is that

individuals selected for entry into law enforcement should be between twenty and twenty-five years old.

The average minimum age for male police officers, as presented in Table III, was 21 years. Thus, it appears that most departments require applicants to wait at least three years after they graduate from high school before they can apply, assuming age 18 as an average high school graduating age. Potential police applicants therefore find it necessary to find other forms of employment for a number of years and often lose interest in waiting in order to enter the police career field.

The minimum age requirement might logically be linked to the education requirement. If only a high school education is required, it may be appropriate to accept 18 year old men into a police training position or probation period. Likewise, if a junior college level is set as a minimum prerequisite, 19 or 20 years old applicants might be accepted.

The age of 21 years is normally used as the minimum age requirement due perhaps to earlier legal definitions, in many states, of an adult. Under normal circumstances, it would be difficult to justify the employment of "minors" as police officers. In those states where 18 years of age has been adopted as the "legal age", the mental age of an applicant may provide a more scientific basis for selection than either a chronological or legal age.



The PCLE acknowledged this possibility in recommending that police departments should:

...carefully evaluate their existing minimum age requirements. In the light of the great responsibility of policemen, however, there is some question whether age requirements should be automatically lowered for all applicants. It may be more appropriate to establish a special procedure whereby the minimum age requirement could be waived when a person under the age of 21 demonstrates the necessary maturity and intelligence to merit special consideration (Ref 27:131).

In concert with minimum age restrictions, most departments impose maximum age restrictions to entry. A maximum age limit is normally set at no more than 30 years. Older applicants are discouraged due to slower learning rates, because older men may be more difficult to train, and because of possible increased risk in event of past job failures (Ref 17:16). It is doubtful, however, that an absolute maximum age limitation would serve the best interests of a department. Some feel that a police administrator should be given some degree of latitude in waiving the limit where justified.

The examination of entrance requirements by the IACP revealed an average range of 68 - 77 inches in the height requirement for police officers. The rationale behind a high minimum height standard is based on the psychological advantage that accompanies taller men in dealing with people. The "psychological advantage" refers basically to the ability of an officer to project confidence to those

persons he comes in contact with. It is often stated that the imposing appearance of a taller officer makes it necessary to resort to violence less often (Ref 35:104).

A study of the Atlanta, Georgia, police officer height requirement drew the following conclusions:

... the number of complaints of police brutality and the number of injuries incurred while on duty bear no relationship to the height of the police officer. The number of assaults on police officers, however, was shown to occur more frequently among officers of shorter heights (Ref 35:103-4).

Height minimums and maximums of six additional departments are shown in Table IV to demonstrate the wide range of levels in current use for selection purposes.

The need for height requirements of any kind is being questioned by many city officials. In Columbus,

Table IV  
Selected Height Minimums and Maximums

Department	Minimums	Maximums
New York Police Department	5'7"	None
Baltimore Police Department	5'8"	6'4"
Phoenix Police Department	5'0"	6'6"
San Diego Police Department	5'6½"	6'8"
Arkansas State Police	5'10"	None
Washington State Police	6'0"	None

(Ref 4:162)

Ohio, the City Civil Service Commission voted unanimously to:

... remove height and weight restrictions from all city job classifications. They said medical examinations could still eliminate persons whose height or weight would impair their abilities to perform the jobs they seek (Ref 10:1).

The New Jersey State Civil Service Commission also abolished minimum height and weight requirements and instituted a new job related performance test (Ref 9:1).

The law officer of the future must be able to use psychology, diplomacy, human relations and superior defensive tactics when necessary rather than rely on an imposing physical structure. A. C. Germann stated the belief that

It would seem that the minimum and maximum heights could be subject to the professional opinion of the appointed medical examiner, with formalized requirements giving wide latitude - from 5'6" to 6'6" - eliminating the obviously undersized and oversized without arbitrarily denying entry to otherwise qualified applicants (Ref 17:16-17).

The PCLE also reflected this view:

In place of mandatory rigid requirements for all entering personnel, physical requirements should be assessed on an individual basis. The opinion of an examining physician on whether an applicant is fit to serve would prove far more reliable than mandatory civil service requirements (Ref 27:130).

In general, height standards should be considered along with other attributes of a candidate and variance should not be automatically disqualifying.

Weight requirements often are discussed concurrently with height. Minimum and maximum weights, as related by the IACP in Table III, range from 146 to 229 pounds. Rather than accepting the use of a weight and height chart that gives specific ranges for weight at a particular height, many authors cite a procedure that requires weight to be in proportion to height as determined by a physician. This procedure was adopted because an examining physician would probably be better qualified to judge whether or not weight is appropriate to an individual's height, skeletal frame, and stature than a civil service board using a chart.

Medical Exams. The nature of police work demands that personnel be physically robust. Policemen are often required to work long hours at hazardous tasks and are faced with emergencies where excellence of physical condition is mandatory and tested. The medical entrance examination should be used to detect both real and suspected disabilities and is generally considered standard practice. The exam should be comprehensive and include the following tests: visual acuity, color blindness, teeth, chest and back x-rays, blood pressure, urinalysis, complete blood count, electrocardiogram (EKG), and general physical examination (Ref 4:166). The exam should be conducted by a department physician familiar with the duties of the police officer.

A thorough entrance medical exam will tend to lower



personnel turnover, reduce future medical costs and enhance the performance of the department.

Physical Agility. The ability of a police applicant to pass an extensive medical exam does not insure the physical strength and agility that may be required in the apprehension of a criminal. When success or failure on the job may depend on the physical condition of the officer, a test of physical condition would be appropriate. The use of a qualifying entry and periodic (pass or fail) agility test might further aid in elimination of an uncoordinated few who may later jeopardize the lives of innocent people due to this inability to perform physically as needed.

Recent legal and administrative rulings against the improper use of some arbitrary selection requirements have caused a trend toward the use of agility tests. An agility test would be more job related and the results of the test could be defended easier than some other selection techniques (Ref 20:305).

In a recent article regarding agility tests, Henry Hubbard stated that:

... fewer court challenges have been directed against strength and agility tests than against written tests and such factors as height and sex requirements (Ref 20:305).

Many different physical tests have been used to measure agility. The most common test is the obstacle

course type, mainly due to the ease and speed of administration and the inexpensive nature. Other tests include: broad jump, endurance runs, dashes, push-ups, sit-ups, chin-ups, rope climbs and barrier vaults.

Salt Lake City, Utah, police officers are now required to be tested every six months for physical fitness. The test uses a treadmill, coupled with a heart and respiration monitor (Ref 11:1). New Jersey policemen have a more rigorous test to pass. The candidate is required to scale a seven-foot wall, lift and carry a 190 pound dummy 75 feet, drag the dummy an additional 75 feet, run a series of short tests over 100 yards, and take a hand strength test (Ref 9:1).

#### Character Requirements

Just as physical prowess and agility are fundamental prerequisites for law enforcement personnel, so are good character and emotional stability. The thorough and systematic use of background investigations, interviews, and psychological evaluations can be a major determinant of the quality of personnel selected for hire.

Character Investigation. The techniques for screening the character of police applicants include thorough background investigations and personal interviews. Background investigations conducted properly provide invaluable information on the character of applicants such as prior arrests, drug or alcohol abuse, work habits, pre-

judices and other characteristics which could be cause for rejection. An example of the success of an intensive background investigation follows:

During the period between August 1957 and October 1964 over one-fourth of the applicants of the Los Angeles Police Department were rejected on the basis of intensive background investigations after they had successfully passed written, oral and medical examinations (Ref 27:129).

Few departments regularly use such techniques and most conduct only a routine check of local police records, FBI files and references supplied by the applicant. The New York Times reported that in New York City in 1968, as a result of pressure to increase police manpower,

... more than 2,000 armed policemen have been sent out to duty on the streets of New York in the last eight months before being cleared by the detailed background investigation that normally precedes appointment to the force (Ref 5:10).

A comprehensive check of local and federal agencies must be made to help assure success in screening applicants. A check with the FBI of the fingerprints of a Chicago Police Department applicant after he had been cleared locally, disclosed that the applicant had been previously convicted of rape (Ref 15:145).

Interviews. Many departments utilize the oral interview to help assess the character of applicants. The selection interview has:

... intuitive appeal and logically should be appropriate for eliciting certain kinds of information from the applicant that is not readily accessible in application blanks, background checks, or paper and pencil tests of ability or interest (Ref 22:193).

The applicant is normally graded on factors such as "appearance and grooming, voice and diction, temperament, poise, tact, confidence, courtesy, initiative, maturity, alertness, enthusiasm, mannerisms, bearing and stature, which are not easily measured by written examination" (Ref 17:52). When the interview is conducted by a qualified board of examiners, an oral interview can result in a higher rate of rejection for character defects, emotional disturbances and questionable motives (Ref 32:41). Usually, however, the interview is conducted by the police chief or by the local civil service examiner. In general, the latter type oral interview is considered to be less effective and the time demands placed upon the higher police ranks are often too great to allow a true perspective to be developed.

A few departments also utilize a polygraph examination but the usefulness of such a screening device is questioned by many authorities. The state of Delaware, however, recently passed a bill that would allow the state police to use lie detector tests in screening applicants. The state police had expressed concern over the "ease with which an applicant with a criminal, drug or alcohol



addiction record could falsify an application and be hired" (Ref 12:1).

The necessity of a thorough character investigation was stressed by William Rutledge at a meeting of the IACP:

Intelligence, honesty, courage, good nature, and emotional stability are all essentials of a good policeman but are not determined from letters of recommendation, a doctor's examination, or the ability to read the rule book.

The one recourse which is available to all departments is the character investigation. This should not only become a standard recruiting procedure but the procedure must be refined and intensified. Character letters are almost valueless. A personal investigation should be made, not only through the character references given, but also at the schools attended by the candidate, his previous places of employment, his associates, neighbors, and local businessmen (Ref 29:89).

Psychological Evaluation. Background investigations, interviews and polygraphs are both useful and limited. Such techniques may not, for example, effectively expose the mentally or emotionally unstable characteristics that can permanently damage the reputation of a department. The President's Commission on Law Enforcement and Administration of Justice stated that,

... psychological tests, such as the Minnesota Multiphasic Personal Inventory (MMPI), and interviews to determine emotional stability should be conducted by all departments (Ref 27:129).

Personality defects should be identified prior to appointment and only a complete psychological evaluation will be able to discover latent personality defects which could

surface under the stress of police work.

For this reason, many police departments have begun to require psychological and psychiatric examinations. J. T. Flynn cited a report (Ref 16:565) which found that in 55 cities with a population greater than 150,000 some sort of psychological testing was used. In addition, 16% of the cities also used a psychiatric interview. A study of the use of psychological evaluation by the Los Angeles Police Department disclosed the following statistics and conclusions:

Between 1953 and 1957, of the 760 persons tested by the Los Angeles Police Department for personality disorders, 86, or 11.3 percent, were rejected as not meeting acceptable standards. Fifty-one percent of these applicants were found to be latently or borderline psychotic and 22 percent were diagnosed as schizoid personalities. Although there is considerable conflict over the reliability of such tests as they relate to vocational success or failure in police work, properly administered tests and interviews can eliminate many of the emotionally unfit (Ref 27:129).

The use of psychological testing has become an increasingly common practice over the last few years. The pressures to use these tests have increased as personnel managers realized that more thought must be given to the human side of selection. The routine use of behavioral science professionals is not widespread, but is increasing (Ref 33:5-6).

Psychological tests have apparently helped to "weed

out" the psychologically unfit in departments which have used such procedures. The Kansas State Highway Patrol indicated that the "application of scientific principles of psychological assessment and prediction to selecting applicants has resulted in improved selection"(Ref 6:289).

A survey of current practices in the use of psychological testing by 203 state and local police agencies was conducted by Joseph Murphy in 1972 to determine the extent to which psychological examinations were being employed in the selection of law enforcement officers. As a result of the survey, it was determined that roughly 40 percent of the departments used some form of psychological testing to evaluate potential officers.

Table V, on the following page, provides a summary of the survey results and indicates the types of psychological exams that are being utilized by law enforcement agencies. The MMPI test is employed by almost 50 percent of the using agencies with a psychiatric interview as the next most common method employed by 41 percent of reporting agencies. Murphy concluded by recommending that "psychological examinations should be used as a criteria for assigning personnel and promoting personnel" (Ref 25:576).

#### Intelligence Requirements

An apparent need for additional methods of screening applicants, (other than physical and character evaluations)

Table V  
Types of Psychiatric Examinations  
In Use by Police Agencies

Test	Number Using/ Number Surveyed	Percent
MMPI	39/80	49%
Psychiatric Interview	33/80	41%
Army General Classification Test	13/80	16%
Rorschach Test	9/80	11%
Otis Quick Scoring Mental Ability Test	7/80	9%
Other (31 different tests)	67/80	N/A

\*Note: Many departments use multiple tests giving a total percentage greater than 100% (Ref 25:573).

caused the recommendation that policemen be required to qualify at a minimum level of education and be required to pass a battery of intelligence tests.

Education. The level of intelligence necessary for law enforcement work remains an unanswered question, although many police departments do require a minimum educational level or administer some form of written test for the purpose of evaluating mental ability. A survey by the National Advisory Committee on Criminal Justice Standards and Goals in 1967 noted that only 70 percent of the nation's police departments required even a high school diploma as a condition of employment (Ref 18:29).



There are two widely separated views on the issue of police officer education at entry level; one holds that a college education is necessary for the furtherance of professionalism, the other states that a person with a college education is in grave danger of becoming frustrated early in his career by routine police work. The opposite view holds some validity also in that to accept men possessing only a fifth or sixth grade education may be inviting disaster (Ref 15:138).

The President's Commission on Law Enforcement recommended that:

Due to the nature of the police task and its effect on our society, there is a need to elevate educational requirements to the level of a college degree from an accredited institution for all future personnel selected to perform the functions of a police agent (Ref 27:126).

The Commission recognized, however, that such a standard would take many years to establish and, as an interim measure, it proposed that all departments require applicants to have both a high school diploma and a demonstrated ability to do college-level work as determined through appropriate achievement tests.

A Special Committee on Criminal Justice Standards and Goals of the Wisconsin Council of Criminal Justice also recognized the need for advanced education and endorsed the suggestion that policemen in Wisconsin be college graduates (Ref 13:1). There is now a widespread

consensus that police officers should obtain a college education (Ref 3:32) and V. A. Leonard estimated that 10 percent of the total personnel in metropolitan police departments have acquired from one to four years or more of college or university training (Ref 23:109). This fact tends to support the belief that police applicants can successfully participate in advanced educational opportunities. Dan Girand noted that the college educated policeman is better equipped to deal with required duties than a technically trained counterpart who is less educated (Ref 18:29).

While low educational achievement may not be an absolute indicator of low intelligence, it is likely to be adversely reflected in other required basic abilities. A police officer must be able to "write an intelligent report, express himself coherently in court or before a belligerent crowd and possess sufficient mental ability to make spontaneous rational decisions" (Ref 15:138). The complexity of the police task requires more than just good character and physical prowess. A reaffirmation of this view is expressed by the PCLE as follows:

It is nonsense to state or to assume that the enforcement of the law is so simple that it can be done best by those unencumbered by a study of the liberal arts. The man who goes into our streets in hopes of regulating, directing or controlling human behavior must be armed with more than a gun and the ability to perform mechanical movements in response

to a situation. Such men as these engage in the difficult, complex and important business of human behavior. Their intellectual armament - so long restricted to the minimum - must be no less than their physical prowess and protection (Ref 27:126).

The Detroit City Commissioner, Philip Tannian, reflected on the need for minimum education requirements when he said, "if we are to talk about professionalism in law enforcement, we must have certain minimal educational requirements" (Ref 8:1). A. C. Germann expanded on this point when he expressed the view that a high school education or its equivalent should be the minimum education level and steps should be taken to elevate educational requirements to a college degree. The police service, in its advance toward professional status, should support college programs in law enforcement and encourage an increase in the number of college graduates hired (Ref 17:24-25).

Testing. There are many pitfalls in relying solely on minimum completed educational levels to satisfy minimum intelligence requirements. Some high schools may operate as a "diploma mill" and may not provide a meaningful benchmark in comparison to more rigorous secondary institutions. The intelligence criteria for police officer selection can also be evaluated in terms of written tests. The President's Commission on Law Enforcement recommends that:

... until such time as educational requirements are elevated to acceptable levels, police departments should administer tests to all applicants

who demonstrate an ability to perform successfully university level studies (Ref 27:128).

In a survey conducted in 1961, 98 percent of the police departments reported the use of exams to test mental ability (Ref 27:128). Many of the tests evaluated memory ability, reading comprehension, spelling or general knowledge. Thomas Frost recommended that the exam should consist of a combination of three types of test: an intelligence test, a personality test, and a police aptitude test (Ref 14:4-5).

Analysis of standard tests administered in the field disclosed that an intelligence quotient (IQ) of 110-120 (the high-average range for the general population) is required for effective police performance. An individual with less than this rating would probably experience difficulty in completing college courses (Ref 32:42). Some representative intelligence tests of generally accepted reliability and validity include the Army Alpha, Henmon-Nelson Test of Mental Ability, the Wechsler Bellevue, the California Mental Maturity Test and the Otis Quick Scoring Mental Ability Tests (Ref 27:128).

Attempts to measure fitness for a police position and to predict job performance have resulted in two police aptitude tests. The "O'Rourke Police Adaptability Test" is used extensively by police agencies and is supplied by the IACP. Additionally, the Public Personnel Association has developed a test entitled "Policeman 10-A" which is utilized by 300 cities in evaluating the fitness of an



applicant (Ref 17:49).

#### Probation Requirements

Even when reliable techniques are used in screening police candidates, it is inevitable that some candidates with personality defects or other disorders will be accepted. Since the selection process is far from perfect, it is extremely important that the recruit be evaluated comprehensively during a probation period. The probationary period is designed to identify and remove such officers before permanent tenure is obtained. Few departments, however, make more than a cursory effort in evaluating the performance of a probationer according to A. C. Germann. Typically, a recruit is placed on probation but receives no more supervision than a regular employee and few, if any, periodic progress reports are made. The probationer should receive close supervision from the most qualified and responsible officers of the department (Ref 17:66-67).

The length of the probationary period for patrolmen is the subject of frequent questions. A probationary period of at least 18 months, and definitely not less than one year, is recommended by the President's Commission on Law Enforcement (Ref 27:132). The Commission cited an early survey conducted by the IACP which concluded that 93 percent of the surveyed departments re-

quired a probation period, and 74 percent of these departments required less than six months.

According to the literature, police administrators tend to recommend that a recruit should not be allowed to be automatically elevated to regular status at the end of the probationary period. Tenure should be obtained as a result of a positive action on the part of the supervisor to recommend the retention of the officer. At times local civil service regulations counter this procedure by requiring the same justification for dismissal of probationers as for regular personnel. William Bopp in recognition of this problem recommended that "Under no circumstances should a rookie be afforded civil service protection until after he successfully survives the probationary year" (Ref 4:169-70).

#### Summary of Literature Findings

The quality of police officers must be very high and great care and caution are required in preparing the selection procedures of a department. The wide variations in selection criteria, as evidenced by the review of current literature, suggests that there is yet no final solution to the selection problem.

The review of literature provided a multitude of information regarding selection criteria. The following generalizations can be made on the different criteria

discussed:

1. Minimum age requirement is usually set at 21, with upper limit at entry of 30 years.
2. Height restrictions have an average range of 68 - 77 inches and have been eliminated completely by many departments.
3. Weight is normally required to be in proportion to height as judged by a physician.
4. A complete medical exam is an accepted practice and should be performed by a department, not private, physician.
5. There is a trend toward the use of physical agility tests.
6. Complete background investigations are not commonly used but should be.
7. Oral interviews are used by many departments and should be conducted by a qualified board of examiners. Polygraphs are not widely used.
8. Psychological testing has increased over the last few years to the point where about 40 percent of the departments require some form of mental and emotional evaluation.
9. High school education should be a minimum and college education is increasingly encouraged for entry.
10. A test of mental ability or police aptitude is a generally accepted practice. Some tests of frequent usage are:
  - Army Alpha
  - Henmon-Nelson Test of Mental Ability
  - Wechsler Bellvue
  - California Mental Maturity Test
  - Otis Quick Scoring Mental Ability Test
  - O'Rourke Police Adaptability Test
  - Policeman 10-A
11. Probation periods normally last for one year but in current practice do not tend to include adequate periodic performance evaluations.

These generalizations provide a basis for further study of the DAF civilian police selection and probation procedures. In the next chapter, a comparative analysis of DAF civilian and non-Federal police agency procedures is conducted followed by a discussion of the findings.



#### IV. Comparative Analysis

In the previous chapter the state of the art in police selection and probation procedures was determined through a review of current literature, and a conceptual framework was established. A comparative analysis of selection procedures for DAF civilian police and non-Federal police agencies and a discussion of findings follows.

As stated in the introduction, the research was limited to initial employment criteria and probation issues. The selection procedures are compared in terms of physical, character, intelligence, and probation requirements. Each section is subdivided into DAF Civil Service and non-Federal procedures and includes comparative remarks. Physical requirements are analyzed first.

##### Physical Requirements

The physical selection and probation requirements of the various police agencies surveyed can be divided into separate criteria of age, height, weight, medical examination, and physical agility tests. Table VI, shown on the following page, summarizes the respective physical requirements for those police agencies surveyed. The information contained in the table is analyzed in terms of DAF Civil Service or non-Federal status.

DAF Civil Service. WPAFB civil service selection

Table VI  
Physical Requirements

Agency Surveyed	Age min/max	Height min/max	Weight	Medical Exam	Physical Agility Tests
WPAFB	21/70	None	None	Complete	None
DPD	20/31	None	None	Complete	None
FPD	21/31	Male 5'3"/6'4" Female 5'4"/6'	Proportional to Height within guidelines	Complete	Yes
KPD	21/36	None	Proportional to Height	Complete	Yes
MCSO	21/30	None	Proportional to Height	Complete	Yes
SPD	21/31	None	Proportional to Height	Complete	None
WTPD	21/None	None	Proportional to Height	Complete	Yes
XPD	21/29	5'8"/6'6"	Chart	Complete	None

procedures require that an applicant reach a minimum age of 21 years at the time of appointment and must not have passed the mandatory retirement age of 70 years. Although it is theoretically possible that a candidate who is 60 or more years old could be hired, few applicants in this

age category successfully pass the medical examination and oral interview which are discussed in a later section.

Height, weight and physical agility criteria are not used at WPAFB in the selection process for civilian police officers. The only remaining physical requirement is the medical examination. An applicant is examined by a DAF civil service physician who must certify that the candidate is in good health with no physical disabilities and free of any disabling diseases in accordance with AFR 160-43, Medical Examinations and Medical Standards. It should be noted that the physician can make the determination that the weight of a candidate is essentially a physical disability if the candidate is abnormally over or under weight.

Non-Federal Agencies. Seven of the eight non-Federal police agencies surveyed established a minimum age of 21 years at entry. Only the DPD lowered the minimum age, and then, it was to 20 years.

The maximum age limit for non-Federal police agencies ranged from a low value of 29 years to an unbounded upper limit. A majority of the agencies set a maximum between 29 and 31 years of age. WTPD maximum age requirement is unbounded due to state legal restrictions on township police department age requirements.

Height requirements exhibit less variability than age restrictions. Only three departments surveyed es-

established any height requirement at all. The FPD, OSHP, and XPD use a minimum height of 5'8" with maximum heights ranging from 6'4" to 6'6". The FPD also uses a separate minimum and maximum height of 5'4" and 6'0" respectively for female candidates.

There are two basic methods used if a weight requirement is established. Weight can be required to be in proportion to height or to be within guidelines set forth in a chart. Five of the departments surveyed required weight to be in proportion to height.

Both the XPD and FPD utilize a chart for weight standards. Table VII, on the following page, contains reproductions of the chart used by the FPD and the XPD civil service weight chart. Only the XPD relies basically on the chart. The examining physician is, however, allowed to use professional judgment in instances where applicants meet all other physical requirements and can recommend a variance of 10 pounds over or under the limits of the schedule when justified due to bone structure or physical characteristics of an applicant. The City of Fairborn uses the chart as a guideline in conjunction with a height/weight proportionality requirement. The DPD is the only non-Federal agency which does not use weight criteria.

Medical examinations are used by all the departments; extent and intentions of the exams may vary.



Table VII  
Weight Charts

Height	Fairborn PD Male min/max	PD Female min/max	Xenia PD min/max
5'4"		110/150	
5'5"		115/155	
5'6"		120/160	
5'7"		125/165	
5'8"	140/180	130/170	141/169
5'9"	145/185	135/175	148/177
5'10"	150/190	140/180	155/186
5'11"	155/195	145/185	162/194
6'	160/205	150/190	169/203
6'1"	165/210		176/211
6'2"	170/215		183/219
6'3"	175/220		190/228
6'4"	180/230		197/236
6'5"			214/244
6'6"			220/252

Due to the great number of physical characteristics which could be explored by a physician, the actual compositions of the individual examinations were not determined. All of the police agencies surveyed utilized the services of

a department physician to examine the applicants.

The physical agility examination portion of the selection procedure is used by five of the departments surveyed, including the FPD, KPD, MCSO, WTPD, and OSHP. The DPD does not use a physical agility test for initial selection purposes but does rely heavily on agility testing at the DPD police academy. The structures of the agility tests vary greatly but do contain certain similarities.

Seventeen different individual elements were employed in the composition of the tests. Only a general description of the elements is used in this research due to the volume and detailed information regarding each element. Additionally, it is the overall use of the agility test that is being discussed in this portion of the study rather than the particulars in the administration of the examination.

Table VIII, on the following page, contains a complete analysis of the departmental tests and indicates that six of the elements were used by a majority of the five departments. The six most frequently utilized elements were: sit-ups, push-ups, wall climb, standing broad jump, quarter mile sprint, and the weight lift. All departments used six or more elements in the examination. The actual administration of the tests which includes timing, order of the elements and points

Table VIII  
Physical Agility Tests

Element	FPD	KPD	MCSO	WTPD	OSHP	Totals
Sit-ups	X	X	X	X		4
Push-ups	X		X	X		3
Wall Climb	X	X		X		3
Standing Broad Jump	X	X		X		3
Quarter Mile Sprint	X	X		X		3
Pull-ups	X		X			2
Squat Thrusts		X	X			2
Agility Run	X	X				2
Weight Lift			X barbell	X barbell	X stretcher	3
1½ mile run				X	X	2
Vertical Jump		X				1
Step-ups			X			1
Jogging in Place			X			1
Vehicle con- trol in backing					X	1
Tire change exercise					X	1
Auto push					X	1
Sprint and body drag					X	1

assigned for various levels of achievement will not be discussed.

It is interesting to note that the only state agency surveyed, OSHP, used a series of unique tests that were designed to reflect job related actions that a state trooper may be frequently called upon to perform. These elements involved the control of a vehicle, tire changing, body drag and a level push of the automobile.

#### Character Requirements

Character requirements in selection procedures include the use of background investigations, oral interviews and psychological evaluations. Each of these criteria is further subdivided into appropriate elements. The background investigation can consist of personal interviews or written inquiries of references, relatives, and business associates. A check of the records of local and federal law enforcement agencies can also be made to determine any criminal arrests. The oral interview can take the form of a private meeting between the applicant and a civil service examiner or via a group meeting with a board of supervisors. Also a polygraph examination is sometimes used in conjunction with a form of an oral interview. The psychological evaluation can be accomplished through a written test or a clinical examination by a psychologist.



The various elements used for evaluating the character of an applicant for the police agencies surveyed in this study are reflected in Table IX. The table briefly summarizes the data and presents it for analysis. A discussion of character requirements follows as addressed to individual departments surveyed in this study.

Table IX  
Character Requirements

Category	WPAFB	DPD	FPD	KPD	MCSO	OSHP	SPD	WTPD	XPD
Background Investigation									
Interviews									
Personal		X	X	X	X	X	X	X	X
Written	X								
Records Cks Complete		X	X	X	X	X	X	X	X
NAC**	X								
Oral Interview									
Board			X	X	X			X	X
Civil Service Examiner		X					X		
Chief of Police	X					X			
Polygraph		X	X	X		X*			X*
Psychological Evaluation									
Written			X	X		X	X	X	X
Clinical	X*			X		X*		X	
None		X			X				

\*Only to resolve problem  
\*\*National Agency Check

DAF Civil Service. The background investigation for WPAFB civil service police officers involves the use of written inquiries, called "vouchers", and a National Agency Check (NAC). The voucher system is more economical but less effective than a system which employs personal interviews. The "one-on-one" nature of a personal interview usually results in more truthful and realistic information. A NAC utilizes a national computerized arrest data bank which may be incomplete as it does not always contain information from small police agencies.

An applicant must be interviewed by the WPAFB Chief of Police or his designated representative prior to appointment. The Chief has the option to include anyone to assist him at the interview but normally conducts the interview by himself. Polygraphs are not used at any time by WPAFB for hiring purposes.

No effort is made to evaluate the psychological makeup of WPAFB civil service police candidates unless a problem develops which needs to be resolved by a clinical examination.

Non-Federal Agencies. All of the non-Federal agencies surveyed require a complete background investigation which includes personal interviews of local sources of information and a check of all available records, such as credit, education, and employment. Normally, only local sources are personally contacted due to the great expense of out-

of-town interviews.

The oral interview is usually conducted by a board consisting of the Chief of Police and selected top supervisors. Only the two largest cities surveyed, Dayton and Springfield, rely strictly on the civil service examiner to interview applicants. Three police departments (DPD, FPD, and KPD) use the polygraph as a regular evaluation tool. Two others use the polygraph on a discretionary basis when a questionable point in the background of a candidate needs to be resolved.

A written test was the most popular local method used in evaluating psychological makeup. Six of the surveyed departments used some form of a written test, but two used no test at all (DPD and MCSO). The psychological test was normally included as part of an in-house developed police aptitude examination. The KPD and WTPD utilized the services of a University of Dayton psychologist to examine clinically applicants and administer the MMPI written test. The OSHP used a written test and also called in a psychologist to resolve any problems the test discovered.

#### Intelligence Requirements

Intelligence requirements are divided into two sections; formal education standards and written examinations. Formal education requirements of an applicant can range from

grammar school to a college degree. Occasionally, a police department may elect to use one or more written tests to determine the mental ability of a candidate. These tests can evaluate the aptitude of an applicant for police work, the IQ of an applicant or general knowledge through a standardized civil service procedure. Table X describes the intelligence requirements for the DAF and non-Federal police agencies that were surveyed. The information presented is summarized in the following section.

Table X  
Intelligence Requirements

Category	WPAFB	DPD	FPD	KPD	MCSO	OSHP	SPD	WTPD	XPD
Education Requirements									
Grammar School		X	X	X	X	X	X	X	X
High School		X	X	X	X	X	X	X	X
College									
None	X								
Written Tests									
Police Aptitude							X		X
IQ								X	
Civil Service (police aptitude and mental ability)		X	X	X	X	X			
None	X								



DAF Civil Service. WPAFB civil service does not have a police educational requirement and does not administer written tests for entry. In lieu of the written test, there is a requirement for one year of police experience which clearly demonstrates that the candidate possesses a knowledge of general law enforcement methods and techniques that could be applied in performing police functions. Successful completion of one year of resident study at a post-secondary school level may be substituted in full for the experience requirement, provided each semester of study included at least three hours of study in police related areas.

Non-Federal Agencies. A high school education, or the equivalent, was required by all of the non-Federal agencies that were surveyed. Police experience was not prerequisite for any of the agencies.

All the surveyed agencies required an applicant to take a written examination; five departments used a civil service test and one relied on an IQ test. The civil service examinations were usually constructed to test police aptitude and mental ability.

#### Probation Requirements

There are two basic variables which exist within probationary requirements: the length of the probationary period and the number of evaluations during that period.

These variables were addressed in this study. Table XI, on the following page, presents a graphical illustration of the probation requirements for the surveyed agencies. The information contained therein is discussed in the following sections.

DAF Civil Service. DAF civilian police officers are placed on a twelve month probationary period. Written evaluations occur at the three and twelve month stages.

Non-Federal Agencies. Five of the eight non-Federal agencies also used a twelve month probationary period. Most of these departments required a six month and a final evaluation. The XPD required two interim evaluations and the MCSO did not require any evaluation other than the final.

Two agencies used other than a twelve month probation period. The DPD chose to have a six month period and only one written evaluation which occurred at the end of the period. The OSHP required recruits to remain on probation for 18 months and required monthly written examinations.

This section concludes the presentation and analysis of the research data. Findings which were developed from the analysis follow.

#### Summary of Field Research Findings

The analysis in the previous section disclosed certain

Table XI  
Probation Requirements

Agency	Probation Period Length in Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
WPAFB	*	*	X	*	*	*	*	*	*	*	*	*						X
DPD	*	*	*	*	*	X												
FPD	*	*	*	*	*	X	*	*	*	*	*	*						X
KPD	*	*	*	*	*	X	*	*	*	*	*	*						X
MCSO	*	*	*	*	*	*	*	*	*	*	*	*						X
OSHP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
SPD	*	*	*	*	*	X	*	*	*	*	*	*						X
WTPD																		
XPD	*	*	*	X	*	*	*	X	*	*	*	*						X

X - is an evaluation  
\* - probation period duration

differences as well as similarities in selection and probation requirements in the comparison between WPAFB civil service and the various non-Federal agencies surveyed. A composite matrix projection of the information derived from the literature search, personal interviews, and the comparative analysis is presented in Appendix B for summary reference purposes. The significant findings which were revealed in the comparative analysis are discussed below under the classifications of Physical Requirements, Character Evaluations, Intelligence Requirements, Probation Practices, and General Observations.

Physical Requirements. The comparative analysis disclosed a number of findings in the physical requirement portion of the selection procedure. The minimum age at entry was found to range from 20 to 21 years with the mode being 21 years. Most of the surveyed agencies required a maximum entry age of an applicant to be between 30 and 35 years at entry. The WPAFB maximum age at entry is 70 years and is not used by any of the police agencies surveyed. It should be noted that this requirement is dictated by Federal civil service rules and is probably not a practice which is open to change or that has been subjected to abuse by hiring



officers who have been unable to perform duties due to over age hiring.

Five of the eight police agencies surveyed did not use height requirements. Of those departments that did use minimum and maximum heights as selection criteria, 58 inches (FPD, OSHP, XPD) was the only minimum height used and 76 inches (FPD, OSHP) or 78 inches (XPD) were the maximums. WPAFB does not have a written height requirement. A majority, six of the eight police agencies surveyed, required weight to be in proportion to height. WPAFB civil service procedures did not have a stated weight requirement or restriction.

The use of a medical examination as a selection requirement is accepted in current practice by all of the agencies surveyed, including WPAFB.

. A physical agility test is used by six of the surveyed police agencies and has become a popular criterion which is not applied at WPAFB.

Character Evaluations. Character requirements did not show as much variability between agencies as did physical requirements. WPAFB civil service is the only department surveyed that does not require a complete background investigation which includes personal interviews and complete records checks. WPAFB utilizes a "written voucher" system and a National Agency Check.

Most of the surveyed agencies also used a "board of examiners" in the selection of candidates, unlike the WPAFB procedure where the Chief of Police has the discretion of conducting the interviews alone.

The routine use of a polygraph examination in the selection process was practiced by only three of the eight police agencies surveyed. An additional two agencies used the polygraph only to resolve problems uncovered in other areas. This criterion was found to be less accepted than others and was not used at all at WPAFB.

Psychological evaluations are commonly used by most, six of eight, of the surveyed departments but only on rare, selected instances by WPAFB civil service.

Intelligence Requirements. Intelligence criteria consisting of education and testing requirements were found to be used by all the non-Federal agencies surveyed but not by WPAFB. Each agency surveyed required a high school education or the equivalent, whereas, WPAFB did not have a minimum education level requirement.

A local civil service test was used by five of the agencies to determine IQ or police aptitude. An additional three agencies used other forms of tests. WPAFB did not have a testing requirement.

Probation Practices. Probation requirements existed in seven agencies and were generally very similar. The probation period length varied from six to eighteen months. Five of the agencies surveyed required the probationary

period to be twelve months long, as did WPAFB. The remaining agencies used either a six or eighteen month probation period length.

The use of two written evaluations during the probation period was employed by half of the agencies including WPAFB. Two departments (OSHP and XPD) required more than two evaluations (eighteen and three evaluations respectively) and one agency (DPD) required a single evaluation.

General Observations. In general, it was found that the Air Force selection procedures were deficient in several areas which were commonly used by other police agencies. Some of these areas as discussed above are: maximum age limitations, physical agility testing, background investigations, use of a board of examiners for interviewing potential applicants, psychological evaluations, educational requirements, and written intelligence or aptitude examinations.

Individuals of desired quality may not be obtained if the attainment of a civilian police position at WPAFB is made too easy through inadequate selection devices. The technical procedures of the selection process are necessary in order to provide scientific objectivity in personnel selection and to improve the probability that selection procedures result ultimately in effective performance by the incumbent on the job; however, it is

recognized that selection requirements such as character, emotional stability, and intelligence, cannot always be measured with precision. Even if reliable devices for screening applicants could be prepared, a candidate with personality disorders or other defects may be accepted into police service before these problems are discovered. Thus, probation procedures are necessary and most often applied.

Improvements in recruitment standards and probation procedures should have an overall long term effect of attracting more and better applicants by increasing the prestige of a position in the DAF civil service police force. The time and cost required to appraise the physical and mental condition of these new candidates may at first consideration seem out of proportion to the possible direct benefits received. But the use of more rigorous selection precautions may enhance the departmental effectiveness and further aid in administrative and economic areas such as a possible reduction in personnel turnover. Lastly, and more importantly, there is the strong probability that more restrictive standards will provide greater assurance that individuals perform well.

Relatively few police jurisdictions require a separate psychiatric examination due to the cost of administration. It is highly possible that the financial



savings and payoffs to a community, in terms of avoided lawsuits caused by the actions of an imprudent officer, might well be sufficient to offset costs incurred by additional testing at entrance time.

This chapter presented the analysis of the research data and the discussion of findings derived from the field research. The next and final chapter presents the summary, conclusions, and recommendations.

V. Summary, Conclusions, and  
Recommendations

This chapter concludes the thesis effort with a short summary of the research project, a discussion of the conclusions drawn, and a presentation of pertinent recommendations offered.

Summary

The purpose of this research was to validate or refute that a problem exists in the determination of adequate selection and probation procedures for DAF civilian police officers at WPAFB. The primary objective of the study was to compare the DAF selection and probation procedures with non-Federal agencies in order to lay the foundation for future developments in DAF civilian standards. Three collateral objectives were developed to accomplish the research and are listed below:

1. To determine the state of the art in police employment selection and probation procedures through a review of current literature.
2. To examine the selection and probation procedures utilized by the DAF in selecting civilians.
3. To develop information for review and analysis of selection and probation procedures used by non-Federal police agencies in the vicinity of WPAFB.

The writer became interested in the area of selection and probation procedures due to purported inadequacies

in the procedures for the WPAFB civilian police force. Subsequent managerial difficulties with personnel indicated the possibility of deficiencies in original selection and hiring standards. This research was conducted with the aim of gaining insight into these problems by examining contemporary selection and probation procedures. The analysis is based on secondary source material from relevant literature and field research consisting of interviews, analysis of the information gained, and comparison of the information.

This thesis was organized in the following sequence to report on the accomplishment of the thesis objectives. Chapter I documented introductory and background material to provide the setting and to develop relevant insights. The problem was defined and the purpose, objectives, and significance of the problem were discussed. The problem developed from a need to investigate and analyze the employment selection and probation procedures utilized by the Air Force in selecting civilian security police officers at WPAFB. Alleged managerial difficulties with personnel and problems in the quality of the police force created interest in a research study for the assessment of civilian police selection criteria. The key issue addressed in this thesis was whether DAF civilian police selection and probation procedures are adequate and comparable to those utilized by selected non-Federal police

agencies in the vicinity of WPAFB.

Chapter II defined the scope and limitations of this study, and outlined the research methodology followed during the research effort. The approach utilized in the collection and subsequent treatment of data were explained. The two primary methods of data collection were literature search and field research based principally on personal interviews and direct observations in eight local comparable police forces. An interview was developed to gather the data for the analysis and was personally conducted by the writer to acquire a better understanding of the various selection procedures utilized.

It was decided to limit the scope of the study to (1) initial employment criteria and (2) probation issues. The research was purposely restricted to the civilian side of the WPAFB police force and addresses a comparison of this group relative to external civilian agencies. The study does not compare military police versus civilian selection and probation procedures due to allocated time limits. The research effort and report were further reduced in scope to a survey of the representative sample of police units in the commuting vicinity of WPAFB due to time and travel restraints.

Prior to conducting the comparative analysis, a comprehensive search and a review of current secondary



sources were accomplished to develop a thorough understanding of the background and concepts involved in this study; this is the subject of Chapter III. This portion of the study developed the information base necessary to accomplish the comparisons required and to fulfill the objectives of the thesis. The wide range of selection criteria compiled during the literature search led to three main classifications of requirements: physical, character, and intelligence, and established a summary of contemporary practices regarding post-hire probation issues.

In pursuit of the answer to the problem addressed in the research effort, Chapter IV presents and discusses a review and analysis of the data collected and the findings derived from the field research. The analysis developed and utilized a composite tabular presentation to project responses on each issue for all agencies surveyed. It was found that the Air Force selection procedures were lacking in attention to several areas of selection standards which were commonly used by other police agencies.

Some of the areas as listed in the findings are: maximum age limitations, physical agility testing, background investigations, use of a board of examiners for interviewing potential applicants, psychological evaluations, educational requirements, and written intelligence

or aptitude examinations. During the analysis several related problem areas were discovered which could be investigated further. These areas are offered for consideration as presented under Recommendations.

The next section of this chapter presents the conclusions drawn from the comparative analysis and findings discussed in Chapter IV.

### Conclusions

The following conclusions are based on the findings revealed in the literature search of secondary sources, interviews, agency surveys, and personal observations or experiences of the writer. General observations are presented first and subsequent conclusions address specific areas of consideration.

1. General Observations: It is doubtful whether current Air Force civilian selection procedures effectively screen out all candidates potentially unsuited for police work. This research has shown that a problem does exist in the determination of adequate selection and probation procedures for Air Force civilian police officers at WPAFB, and has listed areas where attentions can be directed. It is hoped that the results of this study will help resolve that problem.
2. Physical Requirements: WPAFB physical requirements are generally within the current practices of contemporaries surveyed except in two major areas: weight and physical agility testing.
3. Character Requirements: WPAFB attention to entrance requirements in the area of character evaluations is less intensive than current practices in the eight agencies surveyed.

4. Intelligence Requirements: WPAFB does not specify intelligence requirements and compares unfavorably to the agencies surveyed regarding education prerequisites and intelligence testing prior to selection.
5. Probation Requirements: WPAFB probation requirements, both the length of the probation period and the number of evaluations during the probation period, are in consonance with the police agencies surveyed.

The research for this thesis has provided an opportunity to expand the knowledge of the writer in the field of police selection procedures while presenting information which may be useful in the future consideration or revision of Air Force civilian selection procedures.

The final section of this thesis presents Recommendations in view of the conclusions developed in the research effort.

#### Recommendations

The main thrust of this thesis was to review and analyze critically selection and probation procedures applicable to DAF civilian and selected non-Federal police agencies. During the course of this study specific recommendations were developed and several areas were identified which suggest further investigation or where more extensive efforts may provide improved results. This section presents these recommendations.

#### Specific Recommendations

1. Physical Requirements. The WPAFB maximum age of 70 years at entry could be reconsidered for downward adjustment if it is causing selection problems. Added restrictions in

standards relating to height and weight need not be developed or applied at WPAFB. A requirement that weight be proportional to height would be justified based on this study. Greater confidence in physical requirements may be gained through the use of agility testing; WPAFB may not be keeping up with new developments in selection requirements by not utilizing this form of test.

2. Character Requirements. Character requirements involving background investigations and psychological evaluations need to be given greater emphasis in WPAFB procedures. A complete background investigation is a practice that needs to include all candidates. Subsequently, it could be restricted to those applicants who otherwise have qualified, due to the expense of a properly conducted investigation. Written psychological tests, such as the Minnesota Multiphasic Personality Inventory, could be easily and economically administered to a large group of applicants at one sitting. The evaluation of test results could be programmed for electronic data processing and may not need a separate interpretation by a skilled psychologist.
3. Intelligence Requirements. Air Force civilian selection standards need to place more priority on education requirements and intelligence testing. WPAFB does not have an education requirement while all surveyed agencies required a high school education or the equivalent. If WPAFB continues to accept applicants with an educational achievement of less than a high school diploma, then intelligence tests of trustworthy reliability should be administered and interpreted by trained experts.
4. Probation Requirements. The WPAFB probation period length appears adequate in comparison to local police agencies; however, the number of written evaluations during the probation period should be reevaluated to determine if increased emphasis would result in improved use of this important facet of the selection process.



### Recommendations for Further Study

5. A correlative study would be interesting to determine whether the selection standards now in use by the Air Force, for both military and civilian members, are actually indicative of successful performance by a police officer. A report of this nature might strengthen expected beliefs and validate or refute alleged criticisms regarding the effective impact and predictive value of selection requirements.
6. An ancillary study to this thesis would examine the cost implications of the various selection requirements discussed. The effect on personnel costs of a change in the selection procedures currently used for Air Force civilian police officers would be analyzed. The study could also examine the order in which the various selection criteria for candidates are evaluated and determine the optimal use of these criteria in relation to the costs involved.
7. The trends and conclusions in this report are based on the information derived from a relatively limited survey. Thus, it is recommended for further research that the sample size and composition of the comparison be increased to include all military installations that utilize civilian police officers and a wider representation of non-Federal agencies. This could become a nearly limitless undertaking but a wider sample is recommended and could include a review of procedures used by the other branches of the armed services.

The issues raised by these recommendations should be addressed in order to aid the Air Force in maintaining an effective and efficient police force in the critical roles of security and law enforcement in an increasingly uncertain future. The objectives of the study have been achieved and it has proven to be a valued experience to the writer. This concludes the section on recommendations

and the discussion of this study.

It has been a pleasure and a satisfying learning experience to pursue this research effort under the guidance and support of Dr. Raymond H. Klug, Professor of Management, AFIT Department of Systems Management. Any assistance that can be rendered in future studies of this nature will be willingly extended by either the writer or Dr. Klug.

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Appendix A

Acronyms

AFIT	Air Force Institute of Technology
DAF	Department of the Air Force
DOD	Department of Defense
DPD	Dayton Police Department
EKG	Electrocardiogram
FBI	Federal Bureau of Investigation
FPD	Fairborn Police Department
IQ	Intelligence Quotient
KPD	Kettering Police Department
MCSO	Montgomery County Sheriff's Office
MMPI	Minnesota Multiphasic Personality Inventory
NAC	National Agency Check
OSHP	Ohio State Highway Patrol
PCLE	President's Commission on Law Enforcement
SPD	Springfield Police Department
WPAFB	Wright-Patterson Air Force Base
WTPD	Wayne Township Police Department
XPD	Xenia Police Department

Appendix B  
Comparative Matrix

Requirement	Literature	WPAFB	DPD	FPD	KPD	MCSO	OSHP	SPD	WTPD	XPD	Total Usage
<u>Physical</u>											
Age:											
min/max	21/30	21/70	20/31	21/31	21/36	21/30	21/30	21/31	21/-	21/29	10
Height:											
min/max	68/77	None	None	68/76	None	None	68/76	None	None	68/78	4
Weight:											
Proportional Chart	X			X	X	X	X	X	X		7 1
Medical Examination	X	X	X	X	X	X	X	X	X	X	10
Physical Agility Test			X	X	X	X	X		X		6
<u>Character</u>											
Interviews:											
Personal			X	X	X	X	X	X	X	X	8
Written		X									1
Records Checks:											
Complete			X	X	X	X	X	X	X	X	8
NAC only		X									1
Oral Interview:											
Board	X			X	X	X			X	X	6
Civil Service			X					X			2
Chief		X					X				2
Polygraph			X	X	X		X*			X*	3
Psychological Evaluation:											
Written				X	X		X	X	X	X	6
Clinical		X*			X		X*		X		2
<u>Intelligence</u>											
Educational											
High School	X		X	X	X	X	X	X	X	X	9
None		X									1
Written Tests											
Police Aptitude	X							X		X	3
IQ									X		1
Civil Service			X	X	X	X	X				5
None		X									
<u>Probation</u>											
Length:											
18 months							X				1
12 months	X	X		X	X	X		X		X	7
6 months			X								
# of Evaluations											
1 evaluation			X								1
2 evaluations		X		X	X	X		X			5
more than 2							X			X	2

Legend: X - indicates regular use  
\* - used only to resolve problems

### Vita

Robert Edward Voigt was born on 1 December 1951 in LaCrosse, Wisconsin. He graduated from Grosse Pointe High School, Grosse Pointe, Michigan, in 1969. In 1973 he graduated from the United States Air Force Academy, receiving a Bachelor of Science degree in Engineering Mechanics and a commission as a 2nd Lieutenant in the United States Air Force. After completion of the Air Force Office of Special Investigations basic investigator course, he was assigned to the Base Investigative Detachment, AFOSI District 18, Norton AFB, California. From 1973 to 1975, he was assigned duties ranging from Special Agent and Source Control Officer, to Commander. In 1976, he was selected for enrollment in the Air Force Institute of Technology's resident Engineering School and will graduate in December 1977, with a Master's degree in Systems Management.

Permanent address: 228 Fisher Rd.  
Grosse Pointe Farms, Michigan 48230

This thesis was typed by Mrs. Robert E. Voigt.



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search which provided a knowledge base for field research conducted through personal interviews at selected police agencies.

→ It was found that WPAFB civil service hiring procedures appear to be significantly different from hiring practices observed in the field research in some areas. It was concluded that a problem does exist in the determination of adequate selection procedures for AF civilian police officers and that current WPAFB hiring practices probably provide less effective screening of potentially unfit candidates than some local police agencies. ←

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