Selection is Key!

How Selection Practices can Inform Police Training

CAPE Conference

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Background

Teacher: Tough Love (what works and what doesn't)

Police Training

PhD Selection Practices in Law Enforcement

Police Training Consultant and Researcher: Street Checks, Police Training Program Reviews, Level 4 course evaluation on the effectiveness of online training

Goal of Police Training

To educate and prepare police officers to be successful in their roles.

Questions that arise in Police Training:

What content should we teach?
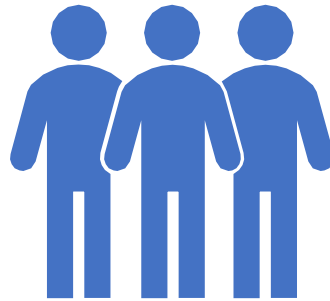
How should it be taught?

How should it be evaluated?

One question that hadn't received enough attention:

Who are we training?

(What makes a good police officer?)

Predicting Success

You may be able to teach someone the tasks of doing the role of being a police officer, however, its the non-task behaviors which can ultimately determine performance outcomes.

- Personality is the number one predictor of overall job performance (Gonzalez-Mule, Mount, Oh, 2014)

- Job performance entails the **tasks** (technical functions) that are necessary to perform the role, and **non-task behaviors** which can be divided into two dimensions; counter-productive workplace behavior (CWB) and organizational citizenship behavior (OCB) (Bourdage, Lee, Lee, & Shin, 2012).

Personality

Choosing police officers who have personality dimensions that correlate to positive overall job performance is a necessary and crucial step for law enforcement agencies in personnel selection.

Job Performance

Technical Tasks (Competencies)

Behavioral Competencies: counterproductive workplace behavior (CWB) and organizational citizenship behavior (OCB).

Predicting Job Performance

The major findings in the literature associated with police officer selection, personality, and job performance indicated a vast amount of research had been spent on psychological screening methods, but there was a lack of consensus in the literature about inventories that select in.

Police Officer Selection

Spilberg and Corey (2018) state there is no more important function in the police officer hiring process than ensuring that the candidates hired are psychologically capable of handling the pressure, stress, and job demands that are required of a police officer.

Overall Themes

Selection & Training of Police Officers

What is the link between selection practices and police training?

How can selection practices be improved to inform training practices?

Recruit Performance Results

The effectiveness of both selection practices and police training are in the results. How do recently graduated recruits perform on the job?

To increase success in training, personality of recruits has to be taken into account in order to align to performance expectations

Selection data can help to align a learner centered approach towards police training

Best Practices

- Selection Practices
  - Screening out
  - Selecting In
  - Person-Role Fit
  - Person-Environment Fit
  - Linking personality dimensions scores to training competencies
  - Collaboration with training academy personnel

- Training Practices
  - Collaboration with selection personnel
  - Instructional Design
  - Competency Based Education
  - Performance Expectations
  - Evaluation of Training
  - Evaluation of Performance

Shared Responsibility for Recruit Performance

The purpose of the quantitative study was to:	**The study explored:**	**Findings from this study:**
• Examine the extent to which HEXACO-PI-R scores predicted overall indicators of police officer job performance.	• the predictive relationships between personality dimensions in the HEXACO-PI-R and indicators of performance (OCBs and CWBs)	• Inform leaders in selection and police psychologists of how the scores on the HEXACO-PI-R can predict overall indicators of job performance. • Support law enforcement agencies in utilizing the HEXACO-PI-R as a selection instrument

PhD Study: "Examining the Utility of the HEXACO-PI-R for Predicting

Positive and Negative Indicators of Police Officer Performance"

The HEXACO Model

HEXACO model
- developed by Lee & Ashton in 2000 is viewed as the acceptable classification and framework of personality structure and characteristics.

This six-factor model of personality measures six dimensions of personality
- honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience

The model proposes
- the ability to predict indicators of performance and characteristics of individuals in given circumstances and situations based on how high or low an individual scores in each of the six dimensions.

Personality Dimensions: H.E.X.A.C.O

Spectrum

Honesty-humility: high scores indicate avoidance of manipulating others, are law-abiding, are fair, and do not consider material wealth or status important; those scoring low like to flatter others, are willing to bend rules to personally gain, are entitled to have special status and privilege, seeking money and expensive possessions (Lee & Ashton, 2012b).

Emotionality: high scores indicate a fear of physical dangers, experience anxiety in response to life's stresses, and need emotional support from others: those with low scores are not deterred by the prospect of physical harm, experience little worry in stressful situations, and can feel emotionally detached from others (Lee & Ashton, 2012b).

Extraversion: high scores indicate the person may feel highly about themselves and be confident leading others; those scoring low in this dimension consider themselves unpopular, feel awkward in social situations, and feel less energetic and optimistic than others (Lee & Ashton, 2012b).

Agreeableness: high scores indicate those can forgive wrongs they have suffered, control their emotions, and cooperate and compromise with others. However, low scores indicate a person may hold grudges, be critical of others' shortcomings, feel anger in response to mistreatment, and be stubborn in defending their point of view (Lee & Ashton, 2012b).

Conscientiousness: high scores have those organizing their time and physical surroundings, have a disciplined approach to work and goals, and have perfectionist tendencies; those who score low in this dimension avoid difficult tasks, are satisfied with work that contains some errors, and make decisions on impulse (Lee & Ashton, 2012b).

Openness to experience: high scores indicate persons are intellectually curious, like to hear unusual opinions, while low scores indicate those that are indifferent to artistic and aesthetic sciences, avoid creative activities, not receptive to unconventional ideas(Lee & Ashton, 2012b).

Police Officers:
Predicting Future Positive Performance

Examples of OCBs in police officers:
Research has indicated successful police officers showcase the behaviors of helping others, promoting the organization positively, flexibility, integrity, intellectual efficiency, self-control, social confidence, social sensitivity, tolerance, and positive well-being (Spilberg & Corey, 2019).

High Scores ~ Positive Behaviors

Honesty Humility	Extraversion	Emotionality	Conscientiousness	Officers Rank

Police Officers:
Predicting Future Negative Performance

Examples of CWBs in police officers:
Research has indicated dysfunctional police officers showcase the behaviors of excessive force, sexual misconduct, sexual harassment, substance abuse, insubordination or other supervisory problems such as; embezzlement, deceitfulness, multiple motor vehicle violations, inappropriate verbal conduct, blackmail, bribery, theft, lying, kickbacks, personal violence, revenge, discrimination, and fraud (Spilberg & Corey, 2019).

Low Scores ~ Negative Behaviors

Honesty Humility	Extraversion	Conscientiousness	Agreeableness	Openness to Experience

The HEXACO-PI-R

Honesty-Humility Personality Dimension predicts both OCB and CWB

Supports *selecting in* versus *screening out*

HEXACO-PI-R is an alternative instrument to utilize in police officer selection.

Supports the HEXACO model over that of the Five Factor Model of Personality.

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Police Selection & Training Implications

This study advanced the knowledge in the field by providing an additional selection instrument to be used in the selection practices of police officers.

Personality research has a tie to competency based education, learner centered instruction, and predicting performance outcomes.

Collaboration and shared responsibility between HR and training academies has the potential to improve performance of future police officers.

Recommendations for Future Research

Examine the relationship between honesty-humility scores and CWB behaviors in police officers such as inappropriate use of force, absence abuse and discipline problems.

Utilize the HEXACO-PI-R to predict performance outcomes in a variety of special assignment roles (Instructors)

Utilize the HEXACO-PI-R personality dimensions to align to the successful characteristics, components, and personality dimensions of what entails a successful police officer.

Utilize the personality dimensions as found in the HEXACO-PI-R, namely honesty-humility and conscientiousness, to strive to find statistically significant relationships between these dimensions and the construct of integrity in police officers.

Thank you!

I would now like to invite any questions you might have.

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