

# Behavioral Traits Evaluated in the Selection Process

***Reference Handout 2014***



*Addressing today's law enforcement  
recruitment challenge*





# **Behavioral Traits Evaluated in the Selection Process**

***Reference Handout 2014***



Produced by California Commission on Peace Officer Standards and Training (POST)

**Management Counseling and Leadership Development Bureau**

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Recruiting qualified applicants who can successfully complete the California Peace Officer Selection Process continues to be a major challenge to California law enforcement agencies. A recent POST review revealed a significant number of law enforcement agencies are still experiencing high applicant failure rates, often as high as 90% to 95%, involving tens of thousands of applicants. The primary issues causing these high applicant failures are weak academic performance, primarily in reading and writing, weak fitness levels, and deficits in character and behavior.

In an attempt to address these recruitment challenges, California POST developed a DVD and companion program guide entitled *Building a Public Safety Career Pipeline – UPDATE 2014*. This DVD has been circulated statewide to all California POST affiliated law enforcement agencies which include over 600 agencies representing over 94,000 officers, deputy sheriffs, and emergency dispatchers. The Career Pipeline concept encourages law enforcement agencies to form partnerships with their local school and college districts to develop comprehensive pipelines to careers in public safety. A number of these school-based models have been developed, and POST is hopeful that these program models will expand statewide.

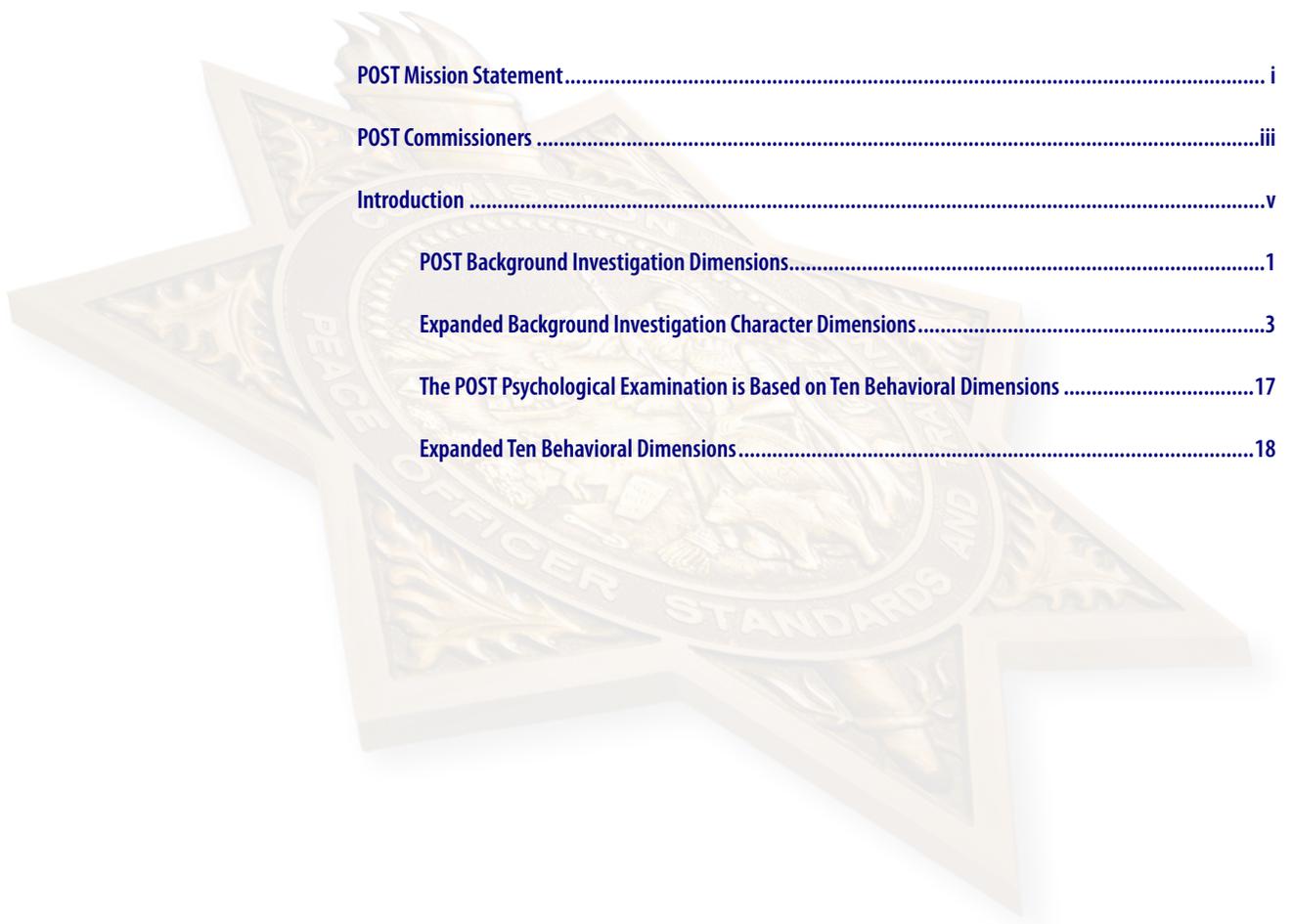
Careers in the law enforcement profession are not limited to only peace officers. The law enforcement profession requires a large cross section of talented employees that perform a number of non-sworn (unarmed) duties. These include law enforcement dispatchers, community service officers, crime scene investigators (CSI), forensic specialists, accountants, computer technology specialists, records clerks, administrative specialists, and many other positions that can provide a long and valuable career.

Information received from the California Background Investigators Association (CBIA) has revealed that many applicants entering the POST Selection Process are completely unaware of the detail of investigation into one's behavioral traits. Many applicants have been found to be untruthful in their law enforcement applications. Most of these deceptive responses were to questions dealing with character and behavioral traits. Once candidates are discovered lying in an application process, they are usually terminated from the process which can negatively impact other career pathway applications.

This reference guide is based on the current behavioral traits measured in the POST Background and Psychological screening processes. It can be an invaluable tool for preparing young students for future careers, not only for public safety but for many other careers. Character traits are evaluated by employers because they represent a picture of an applicant's work ethic and how they can be trusted to perform a variety of career skills. It is recommended that school/college-based public safety programs use this guide as a student handout, beginning at a very young age, and then reinforcing these character traits through a variety of educational activities throughout the career pipeline. Developing positive behavioral traits helps students become good citizens, contributing members of society, and desirable candidates for many career pathways.



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# POST Background Investigation Dimensions

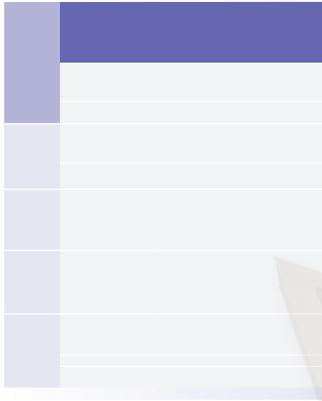
The Background Investigation is based on the 27 page POST Personal History Statement (PHS), and reflects *five* major behavior categories along with their related character dimensions. They are:

<b>Moral Character</b>	1. Integrity	<ul style="list-style-type: none"> <li>➤ Honesty</li> <li>➤ Impartiality</li> <li>➤ Trustworthiness</li> <li>➤ Protection of Confidential Information</li> <li>➤ Moral/Ethical Behavior</li> </ul>
	2. Impulse Control / Attention to Safety	<ul style="list-style-type: none"> <li>➤ Safe Driving Practices</li> <li>➤ Attention to Safety</li> <li>➤ Impulse / Anger Control</li> </ul>
	3. Substance Abuse and Other Risk-Taking Behavior	<ul style="list-style-type: none"> <li>➤ Illegal use or possession of a controlled substance</li> </ul>
<b>Handling Stress and Adversity</b>	4. Stress Tolerance	<ul style="list-style-type: none"> <li>➤ Positive Attitude and Even Temper</li> <li>➤ Stress Tolerance and Recovery</li> <li>➤ Accepting Responsibility for Mistakes</li> </ul>
	5. Confronting and Overcoming Problems, Obstacles, and Adversity	<ul style="list-style-type: none"> <li>➤ Fails to take action or change behavior to resolve problems or mistakes</li> </ul>
<b>Work Habits</b>	6. Conscientiousness	<ul style="list-style-type: none"> <li>➤ Dependability/Reliability</li> <li>➤ Personal Accountability and Responsibility</li> <li>➤ Safeguarding and Maintaining Property, Equipment, and Belongings</li> <li>➤ Orderliness, Thoroughness, and Attention to Detail</li> <li>➤ Initiative and Drive</li> <li>➤ General Conscientiousness</li> </ul>
<b>Interactions with Others</b>	7. Interpersonal Skills	<ul style="list-style-type: none"> <li>➤ Social Sensitivity</li> <li>➤ Social Interest and Concern</li> <li>➤ Tolerance</li> <li>➤ Social Self-Confidence/Persuasiveness</li> <li>➤ Teamwork</li> </ul>
<b>Intellectually Based Abilities</b>	8. Decision-Making and Judgment	<ul style="list-style-type: none"> <li>➤ Situation/Problem Analysis</li> <li>➤ Adherence to Policies and Regulations</li> <li>➤ Response Appropriateness</li> <li>➤ Response Assessment</li> </ul>
	9. Learning Ability	<ul style="list-style-type: none"> <li>➤ Ability to comprehend and retain information</li> </ul>
	10. Communication Skills	<ul style="list-style-type: none"> <li>➤ Oral Communication</li> <li>➤ Written Communication</li> </ul>



## EXPANDED BACKGROUND INVESTIGATION CHARACTER DIMENSIONS

### MORAL CHARACTER



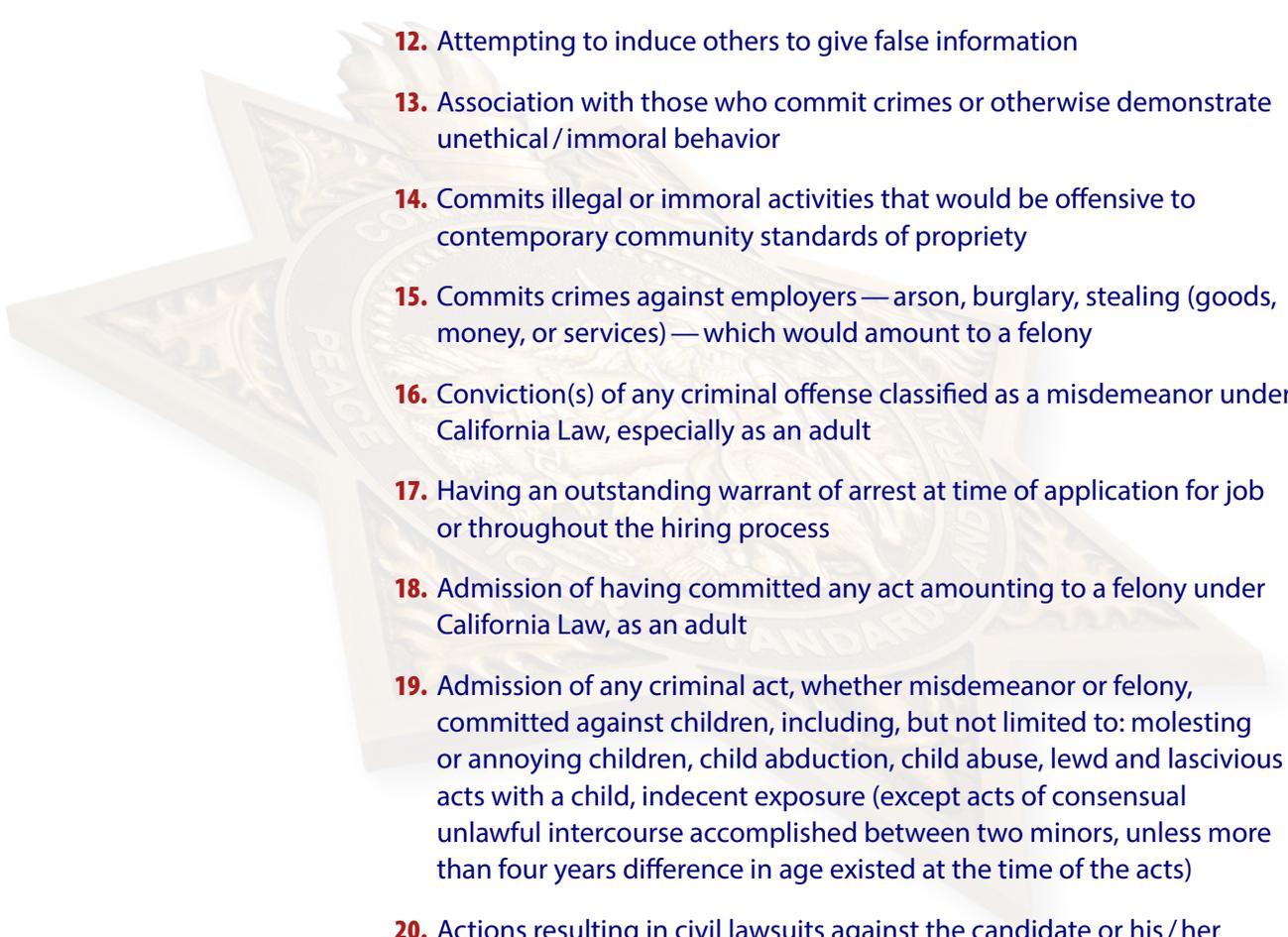
#### **1 – Integrity**

Maintaining high standards of personal conduct. It consists of attributes such as honesty, impartiality, trustworthiness, and abiding by laws, regulations, and procedures. It includes:

- A.** Not abusing the system nor using one's position for personal gain; not yielding to temptations of bribes, favors, gratuities, or payoffs
- B.** Not bending rules or otherwise trying to beat the system
- C.** Not sharing or releasing confidential information
- D.** Not engaging in illegal or immoral activities — either on or off the job
- E.** Honest and impartial in dealings with others both in and outside the agency
- F.** Not condoning or ignoring unethical / illegal conduct in others
- G.** Truthful and honest sworn testimony, affidavits, and in all dealings with others

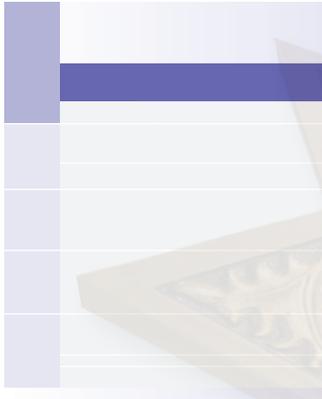
#### **Indicators**

- A.** Dishonesty in the Hiring Process, including:
  - 1.** Deliberately misstating or misrepresenting identifying information or qualifications, whether orally or in writing
  - 2.** Misleading any person involved in the pre-employment screening process by misstating, misrepresenting, or failing to completely answer questions
  - 3.** Inaccuracies or deliberate omissions in applications, Personal History Statements, or any other documentation required as part of the pre-employment process used to help determine the candidate's suitability for employment
  - 4.** Any other act of deceit or deception
  - 5.** Lying about past mistakes or oversights
  - 6.** Fraudulently reporting or other abuses / misuses of employer leave policies (e.g., sick leave, vacation, bereavement leave)
  - 7.** Abuses privileges and benefits of the job (e.g., overtime, use of supplies, equipment, Internet access)
  - 8.** Involved in the sale or distribution of illegal drugs

- 
9. Engages in inappropriate sexual activity (e.g., prostitutes, sex with minors, etc.)
  10. Evidence of perjury, signing of false affidavits in any criminal or civil proceeding, falsification of official reports including statements, narratives, property documents, evidentiary documents, giving incomplete or misleading information to supervisors
  11. Cheating, plagiarism, or other forms of academic dishonesty
  12. Attempting to induce others to give false information
  13. Association with those who commit crimes or otherwise demonstrate unethical / immoral behavior
  14. Commits illegal or immoral activities that would be offensive to contemporary community standards of propriety
  15. Commits crimes against employers — arson, burglary, stealing (goods, money, or services) — which would amount to a felony
  16. Conviction(s) of any criminal offense classified as a misdemeanor under California Law, especially as an adult
  17. Having an outstanding warrant of arrest at time of application for job or throughout the hiring process
  18. Admission of having committed any act amounting to a felony under California Law, as an adult
  19. Admission of any criminal act, whether misdemeanor or felony, committed against children, including, but not limited to: molesting or annoying children, child abduction, child abuse, lewd and lascivious acts with a child, indecent exposure (except acts of consensual unlawful intercourse accomplished between two minors, unless more than four years difference in age existed at the time of the acts)
  20. Actions resulting in civil lawsuits against the candidate or his / her employer
  21. Committing acts that, had they been detected, would have resulted in prosecution and conviction and would have automatically disqualified the candidate.
- B. While Employed in a Position of Public Trust**
1. Conviction of any offense classified as a misdemeanor under California Law while employed as a peace officer (including military police)
  2. Admission of administrative conviction of any act while employed as a peace officer, including military police, involving lying, falsification of any official report or document, or theft

3. Admission of administrative conviction or criminal conviction for failure to properly report witnessed criminal conduct committed by another law enforcement officer
4. Accepting or soliciting any bribe or gratuity while in a position of public trust
5. Embezzlement of money, goods or services while in a position of trust

## **MORAL CHARACTER**



### **2 – Impulse Control / Attention to Safety**

Avoiding impulsive and / or unnecessarily risky behavior to ensure the safety of oneself and others. It includes thinking before acting, taking proper precautions, keeping one's impetuous, knee-jerk reactions in check, and behaving in conscious regard for the larger situation at hand.

#### **Indicators**

##### **A. Safe Driving Practices**

1. Receipt of multiple moving violations (especially for potential life-threatening acts such as reckless driving, speed contest, etc.)
2. Driver in multiple chargeable collisions. Numerous moving and non-moving violations, at-fault accidents
3. Instances of road rage, driving recklessly and / or at excessive speeds

##### **B. Attention to Safety**

1. Fails to take proper precautions to minimize risks associated with hazardous activities
2. Takes unnecessary, foolish risks
3. Disregards risk to self or others

##### **C. Impulse / Anger Control**

1. Overreacts when challenged or criticized
2. Unnecessarily confrontational in interactions with others
3. Reacts childishly or with anger to criticism or disappointment
4. Disciplined by any employer as an adult for fighting in the workplace
5. Admission of any act of domestic violence as an adult
6. Use of verbal or physical abuse or violence toward others
7. Violent assault upon another, including spousal battery, sexual battery, or other acts of violence
8. Admission of administrative conviction or criminal convictions

**MORAL CHARACTER**

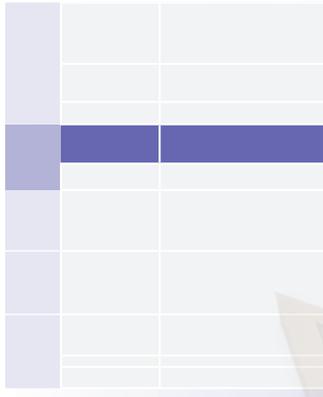

**3 – Substance Abuse and Other Risk-Taking Behavior**

This involves engaging in behavior that is inappropriate, self-damaging, and with potential adverse impact on the agency, and includes alcohol and drug abuse, domestic violence, sale of drugs and gambling.

**Indicators**

- A.** Illegal use or possession of a controlled substance while employed in any law enforcement capacity, including military police
- B.** Drug test of the candidate, during the course of the hiring process, where illegal controlled substances are detected
- C.** Illegal or unauthorized use of prescription medications
- D.** Illegal use or possession of a controlled substance while a student enrolled in college-accredited courses related to the criminal justice field
- E.** Manufacturing, cultivating, transporting, brokering, or selling any controlled substances
- F.** Record of alcohol or drug-related incidents, including driving under the influence or such charge reduced to reckless driving, violation of open container laws or transporting open containers
- G.** History of other problems associated with drug and /or alcohol use
- H.** Perpetrator of domestic violence incidents
- I.** Missed work due to alcohol use
- J.** Alcohol use while on the job (where prohibited)
- K.** Arriving at work intoxicated / smelling of alcohol or hung-over
- L.** Gambling to the point of causing harm to oneself

## **HANDLING STRESS AND ADVERSITY**



### **4 – Stress Tolerance**

Maintaining composure, particularly during time-critical emergency events and other stressful situations, weathering negative events and circumstances and maintaining an even temperament and positive attitude. Accepting criticism without becoming overly defensive or allowing it to hamper behavior or job performance.

#### **Indicators**

##### **A. Attitude and Temperament**

1. Worries excessively; enters into new situations with considerable apprehension
2. Overly suspicious and distrusting in dealing with others
3. Argumentative, antagonistic towards others, bully
4. Commonly behaves with hostility and anger
5. Behavior-impairing mood swings
6. Badmouths employers and others
7. Unnecessarily confrontational and aggressive
8. Disrupts / undermines authority (fails to successfully carry out directives; shows signs of contempt by eye rolling, excessive exhaling, etc.)

##### **B. Stress Tolerance and Recovery**

1. Comes “unglued,” freezes, or otherwise performs ineffectively when feeling overloaded or stressed
2. Uncontrollable reaction to verbal abuse from others
3. Reacts childishly or with anger to criticism or disappointment
4. Allows personal problems and stressors to bleed into behavior on the job

##### **C. Accepting Responsibility for Mistakes**

1. Does not accept responsibility for actions and mistakes; routinely makes excuses or blames others for own shortcomings
2. Becomes excessively defensive or otherwise overreacts when challenged or criticized
3. Minimizes the importance of past mistakes or errors
4. Refuses to accept responsibility for mistakes or improper actions

**HANDLING STRESS AND ADVERSITY**


**5 – Confronting and Overcoming Problems, Obstacles, and Adversity**

This involves willingness and persistence in confronting problems and personal adversity. It includes taking control of situations, as necessary and demonstrating hustle and drive in reaching goals.

**Indicators**

- A.** Displays submissiveness and insecurity when confronted with challenges, threatening situations, or difficult problems
- B.** Fails to take action or change behavior to resolve problems or mistakes
- C.** Multiple personal bankruptcies, having current financial obligations for which legal obligations have not been satisfied; or any other flagrant history of financial instability
- D.** Allows debts to mount; evades creditors, collection agencies, etc.
- E.** Past due accounts, discharged debts, late payments, collection accounts, civil judgments, and / or bankruptcy
- F.** Fails to meet obligations (for example, auto insurance, auto registration, selective service registration, IRS requirements, child support obligations)
- G.** Fails to exercise fiscal responsibility commensurate with income

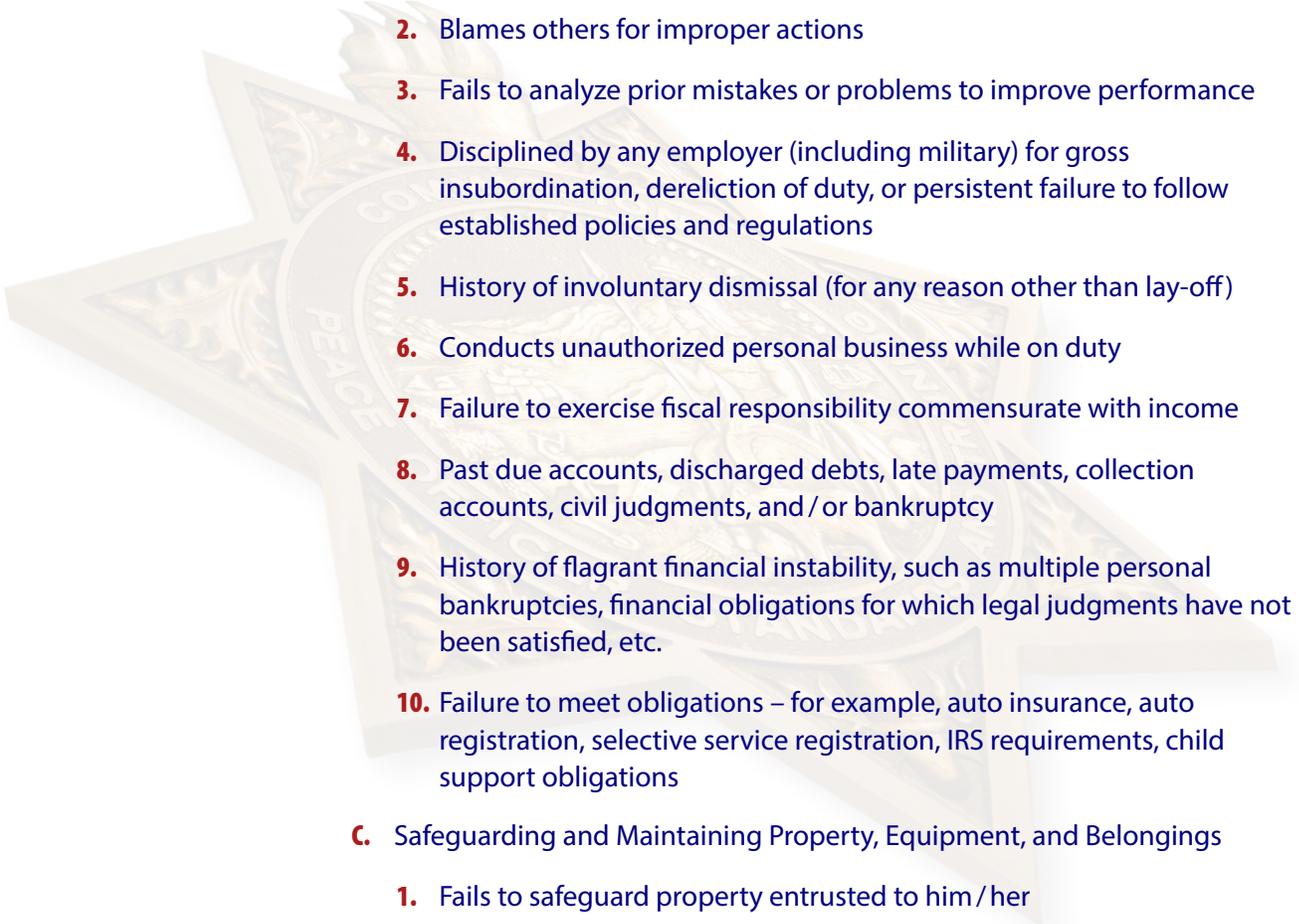
**WORK HABITS**


**6 – Conscientiousness**

Diligent, reliable, conscientious work patterns; performing in a timely, logical manner in accordance with rules, regulations, and organizational policies.

**Indicators**

- A.** Dependability / Reliability
  - 1.** Fails to meet commitments to work, school, family, volunteer, or community activities
  - 2.** Poor attendance; takes time off from work unnecessarily (e.g., on / near weekends)
  - 3.** History of being late to work, meetings, appointments
  - 4.** Misses scheduled appointment during the process without prior permission

- 
5. Excessively long breaks, returning from lunch late, leaving work early
  6. Fails to comply with instructions or orders
  7. Fails to properly prepare for meetings
- B. Personal Accountability and Responsibility**
1. Is not accountable for his/ her performance
  2. Blames others for improper actions
  3. Fails to analyze prior mistakes or problems to improve performance
  4. Disciplined by any employer (including military) for gross insubordination, dereliction of duty, or persistent failure to follow established policies and regulations
  5. History of involuntary dismissal (for any reason other than lay-off)
  6. Conducts unauthorized personal business while on duty
  7. Failure to exercise fiscal responsibility commensurate with income
  8. Past due accounts, discharged debts, late payments, collection accounts, civil judgments, and / or bankruptcy
  9. History of flagrant financial instability, such as multiple personal bankruptcies, financial obligations for which legal judgments have not been satisfied, etc.
  10. Failure to meet obligations – for example, auto insurance, auto registration, selective service registration, IRS requirements, child support obligations
- C. Safeguarding and Maintaining Property, Equipment, and Belongings**
1. Fails to safeguard property entrusted to him/ her
  2. Fails to maintain equipment
  3. Loses valuable information
- D. Orderliness, Thoroughness, and Attention to Detail**
1. Pattern of disorganization in work, school, etc.
  2. Fails to attend to details (e.g., typos, missing / incorrect information)
  3. Fails to attend to all aspects of projects and activities to be sure they are completed
  4. Motor vehicle collisions due to inattentiveness

5. Overlooks or misinterprets instructions on PHS and other documents
6. Fails to properly recall instructions / directions provided previously
7. Cannot properly recall pertinent / important details related to personal history
8. Problems at school, work, driving due to poor attention / vigilance

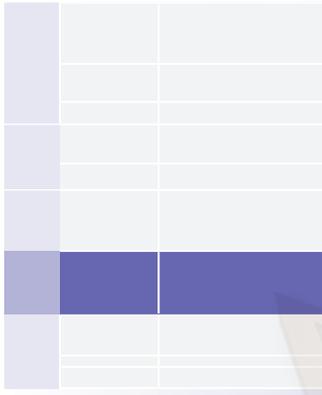
**E. Initiative and Drive**

1. Gives up in the face of long hours or other difficult working conditions
2. Fails to keep current on new rules, procedures, etc.
3. Does not initiate proper action unless given explicit instructions
4. Fails to ensure that the job is performed correctly
5. Procrastinates
6. Watches the clock rather than attending to task accomplishment
7. Gives up or cuts corners when faced with obstacles
8. Performs job duties in a perfunctory manner, expending minimum amount of effort

**F. General Conscientiousness**

1. Resigns without notice (except where the presence of a hostile work environment is alleged)
2. Resigns in lieu of termination (except where a hostile work environment is alleged)
3. Holds multiple paid positions with different employers within a relatively brief period of time (excluding military, and students who attend school away from their permanent legal residence)
4. Reprimanded or counseled for poor work performance (including military service)
5. Terminated or suspended from work (other than honorable discharge from military)
6. Released from probationary employment status except for reduction in force
7. Poor record of academic achievement

## **INTERACTIONS WITH OTHERS**



### **7 – Interpersonal Skills**

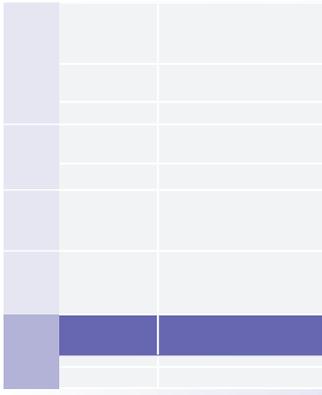
This involves interacting with others in a tactful and respectful manner, and showing sensitivity, concern, tolerance, and interpersonal effectiveness in one's daily interactions.

#### **Indicators**

- A.** Social Sensitivity (the ability to “read” people and awareness of the impact of one’s own words and behavior on others)
  - 1. Provokes others by officious bearing, gratuitous verbal challenge, or through physical contact
  - 2. Antagonizes others
- B.** Uses profanity and other inappropriate language
  - 1. Incidents of domestic violence, use of verbal or physical abuse, or violence toward others
  - 2. Use of physical force to resolve disputes
  - 3. Demonstrated overreaction to criticism
- C.** Social Interest and Concern (interest and concern for others)
  - 1. Baits people; takes personal offense at comments, insults, or criticism
  - 2. Evidence of inability to get along with others in work or personal life
  - 3. Makes rude and/or condescending remarks to or about others
  - 4. Source of customer/citizen complaints
  - 5. Argumentative loner, bully
- D.** Tolerance (lack of tact and impartiality in treating all members of society)
  - 1. Makes hasty, biased judgments based on physical appearance, race, gender, or other group membership characteristics
  - 2. Refuses to listen to explanations of others
  - 3. Inability to recognize how one’s own emotions/behavior affect situations and others
  - 4. Having been disciplined by any employer (including the military and/or any law enforcement training facility) for acts constituting racial, ethnic, or sexual harassment or discrimination

- 
5. During the hiring / background process, uttering any derogatory epithet of another person's race, religion, gender, national origin, or sexual orientation
  6. Makes inappropriate comments to or about others regarding personal characteristics as well as derogatory comments about specific groups (racial, gender, sexual orientation, proficiency with the English language, immigrant status, HIV / AIDS infection, religion, transgender, social status)
  7. Evidence of the use of derogatory stereotypes in jokes or daily language
  8. Sexual harassment / hostile work environment incidents
  - E. Social Self Confidence / Persuasiveness (inability and discomfort approaching individuals, and in confronting and reducing interpersonal conflict)
    1. Avoids confrontations at all costs
    2. Intimidated by others
    3. Minimizes or avoids interactions with others
    4. Escalates situations by overreacting
    5. Fails to diplomatically offer ideas or persuade others to adopt desired course of action
    6. Disruptive / challenging to authority
    7. Use of harassment, threats, or intimidation to gain an advantage
    8. Succumbs to peer pressure
  - F. Teamwork (inability to work effectively as a member of a team)
    1. Resents successes and accomplishments of team members
    2. Does not assist or request assistance from team members
    3. Alienates colleagues by dominating interactions and activities
    4. Gossips, criticizes, and backstabs colleagues and coworkers
    5. Fails to achieve or maintain trust with peers, supervisors, and clients

## **INTELLECTUALLY-BASED ABILITIES**



### **8 – Decision-Making and Judgment**

The ability to make timely, sound decisions, especially in dangerous, pressure-filled situations, and /or where information is incomplete and /or conflicting. Able to size up situations quickly to determine appropriate action. It also involves the ability to sift through information to glean that which is important and, once identified, to use that information effectively.

#### **Indicators**

##### **A. Situation / Problem Analysis**

1. Unable to step into a situation and figure out what probably led up to that point in time, as well as what is likely to happen as the situation unfolds
2. Tunnel vision; does not see the big picture when analyzing information
3. Fails to identify patterns and implications when analyzing information
4. Failure to consider available information or appropriate options
5. Naive, overly trusting, easily duped
6. Spends too much time on minor issues; unable to set priorities

##### **B. Adherence to Policies and Regulations**

1. Failure to consider organizational policies and regulations when making decisions
2. Fails to use appropriate judgment and discretion in applying regulations and policies; cannot distinguish between the letter and the spirit of rules and laws
3. Rigid adherence to rules without consideration of alternative information; needs directives to be in black and white

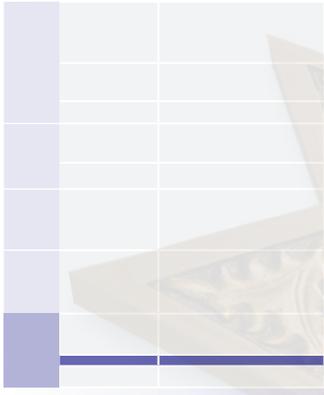
##### **C. Response Appropriateness**

1. Poor judgment in knowing when to confront — and when to back away from — potentially volatile situations
2. Overbearing approach to resolving problems
3. Escalates problems by under or over-reacting
4. Uses force when unnecessary or inappropriate
5. Indecision or poor decisions when options are not clear-cut
6. Paralyzed by uncertainty or ambiguity; insecure about making a decision

**D. Response Assessment**

1. Unable or unwilling to make “midcourse corrections” on initial course of action when presented with new information or when circumstances change
2. Fails to apply lessons learned from past mistakes

**INTELLECTUALLY-BASED ABILITIES**



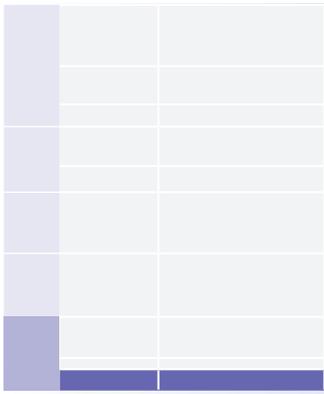
**9 – Learning Ability**

Ability to comprehend and retain a good deal of information, to recall factual information, and to apply what is learned.

**Indicators**

- A. Dismissal or probation from school, or other indications(s) of poor academic performance
- B. Dismissal from a POST-certified Basic Academy and no subsequent effort to improve in the deficient areas
- C. Pattern of making repeated mistakes when faced with similar problems and negative situations, in and outside of learning environments

**INTELLECTUALLY-BASED ABILITIES**



**10 – Communication Skills**

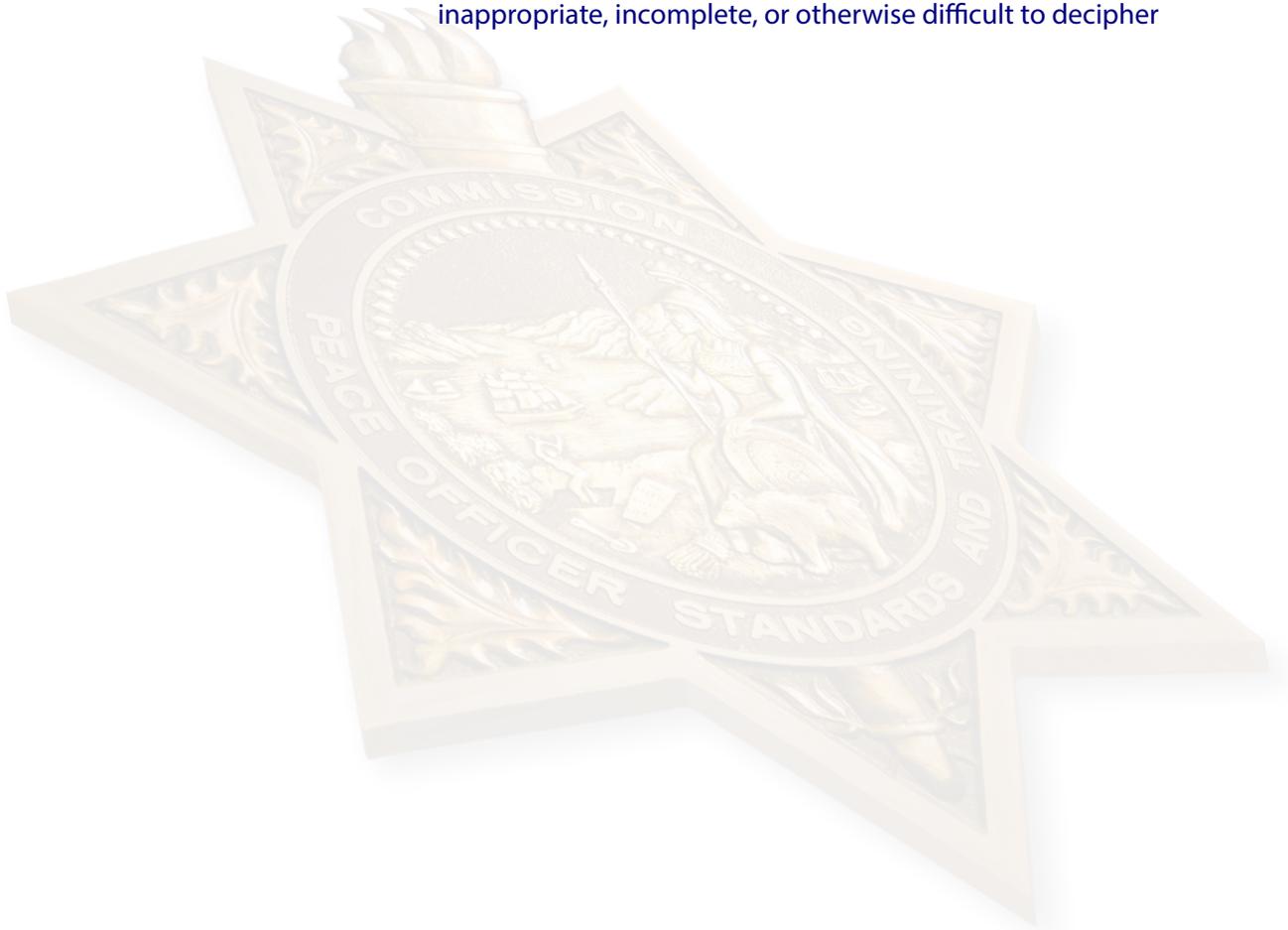
Ability to make oneself understood, both orally and in writing.

**Indicators**

- A. Oral Communication
  1. Speech is difficult to understand
  2. Responses to questions are rambling, confused, and / or disorganized
  3. Expresses thoughts and emotions inappropriately through facial gesture and body language
  4. Discussions of topics are incomplete, inappropriate, and / or filled with a lot of unnecessary / irrelevant details
  5. Fails to understand both explicit and implied messages and responds accordingly
  6. Does not listen well, thereby missing the point of what others are saying

**A. Written Communication**

- 1.** Illegible handwriting
- 2.** Poor grammar, punctuation, and/or spelling
- 3.** Written communications are incomplete, disorganized, unclear, and/or inaccurate
- 4.** Written responses to Personal History Statement items are inappropriate, incomplete, or otherwise difficult to decipher





## THE POST PSYCHOLOGICAL EXAMINATION IS BASED ON TEN BEHAVIORAL DIMENSIONS

<b>Social</b> <b>1</b> <b>competence</b>	<ul style="list-style-type: none"> <li>➤ The ability to “read” people and be aware of the impact of their own words and behavior on others</li> <li>➤ Sensitivity and concern towards the feelings of others</li> </ul>
<b>Teamwork</b> <b>2</b>	<ul style="list-style-type: none"> <li>➤ Balancing personal ambitions with organizational / team goals</li> <li>➤ Collaborating effectively with others to accomplish goals</li> </ul>
<b>Adaptability and flexibility</b> <b>3</b>	<ul style="list-style-type: none"> <li>➤ Ability to change gears and easily adjust to the many different, sudden, and sometimes competing demands inherent in law enforcement work</li> </ul>
<b>Conscientiousness and dependability</b> <b>4</b>	<ul style="list-style-type: none"> <li>➤ This involves diligent, reliable, conscientious work patterns</li> </ul>
<b>Impulse control and attention to safety</b> <b>5</b>	<ul style="list-style-type: none"> <li>➤ The ability and inclination to think before acting – to keep one’s impetuous, knee-jerk reactions in check, and instead behave in conscious regard for the larger situation at hand</li> </ul>
<b>Integrity and ethics</b> <b>6</b>	<ul style="list-style-type: none"> <li>➤ Involves maintaining high standards of personal conduct</li> <li>➤ Consists of attributes such as honesty, impartiality, trustworthiness, and abiding laws, regulations and procedures</li> </ul>
<b>Emotional regulation and stress tolerance</b> <b>7</b>	<ul style="list-style-type: none"> <li>➤ The ability to maintain composure and stay in control, particularly during life-threatening, time-critical events and other stressful situations</li> <li>➤ Maintaining positive self image under adverse circumstances</li> </ul>
<b>Decision-making and judgment</b> <b>8</b>	<ul style="list-style-type: none"> <li>➤ The ability to make sound decisions, demonstrated by the ability to size up situations quickly and take the appropriate action</li> <li>➤ The ability to sift through information to glean that which is important, and once identified, to use that information effectively</li> <li>➤ Thinking on one’s feet, using practical judgment and efficient problem solving</li> </ul>
<b>Assertiveness and persuasiveness</b> <b>9</b>	<ul style="list-style-type: none"> <li>➤ Unhesitatingly taking control of situations in a calm and appropriately assertive manner, even under dangerous or adverse conditions</li> <li>➤ Can act assertively and without hesitation</li> <li>➤ Not be easily intimidated</li> </ul>
<b>Avoidance of substance abuse and other risk-taking behavior</b> <b>10</b>	<ul style="list-style-type: none"> <li>➤ Avoiding participation in behavior that is inappropriate, self-damaging, and can adversely impact organizational functioning, such as alcohol and drug abuse, domestic violence, sale of drugs, and harmful gambling</li> </ul>

For a complete review of the minimum guidelines of the POST Selection Process, refer to the POST Administrative Manual (PAM), [Section C](#) to review the selection process in much more detail.

**EXPANDED TEN BEHAVIORAL DIMENSIONS**

**1. SOCIAL COMPETENCE**

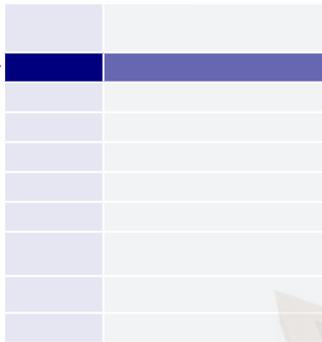

Communicating with others in a tactful and respectful manner, and showing sensitivity and concern in one’s daily interactions. It includes several facets:

1. The ability to “read” people and be aware of the impact of their own words and behavior on others (Social Awareness)
2. Sensitivity and concern towards the feelings of others (empathy)
3. Tact and impartiality in treating all members of society (tolerance)

***Counterproductive Behaviors***

1. Baiting people; taking personal offense at comments, insults, criticism
2. Provokes others by officious bearing, gratuitous verbal challenge or through physical contact
3. Antagonizes others
4. Uses profanity and other inappropriate language in a manner that offends or is inappropriate
5. Refuses to listen to explanations from others
6. Performs job duties in a way so as to minimize interactions with others
7. Makes inappropriate comments to people regarding their personal characteristics and about specific groups (e.g., racial, gender, sexual orientation, proficiency with the English language, immigrant status, HIV / AIDS infection, religion, transgender, social status, etc.)
8. Fails to recognize how one’s own emotions / behavior affect situations and others
9. Makes hasty, biased judgments based on physical appearance, race, gender, or other group membership characteristics

## **2. TEAMWORK**







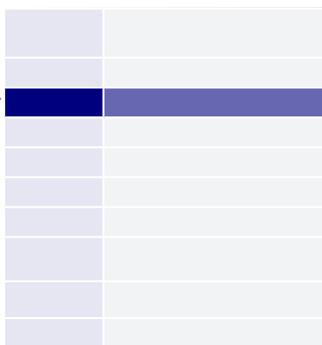
Working effectively with others to accomplish goals, as well as subordinating personal interests for the good of the working group and agency. It involves establishing and maintaining effective, cooperative working relationships with fellow officers, supervisors, community partners, representatives of other agencies, and others tasked with serving and protecting the community. It consists of:

1. Sharing information and providing assistance and support to fellow officers and other working partners
2. Balancing personal ambitions with organizational / team goals
3. Performing one's fair share in a group effort
4. Collaborating effectively with others to accomplish work goals, as necessary
5. Not allowing personal differences to affect working relationships

### ***Counterproductive Behaviors***

1. Resents successes and accomplishments of team members
2. Does not assist co-workers
3. Avoids asking others for assistance when it is needed
4. Alienates co-workers by dominating interactions and activities
5. Gossips, criticizes and backstabs co-workers

## **3. ADAPTABILITY/FLEXIBILITY**







The ability to change gears and easily adjust to the many different, sudden, and sometimes competing demands inherent in law enforcement work. It consists of:

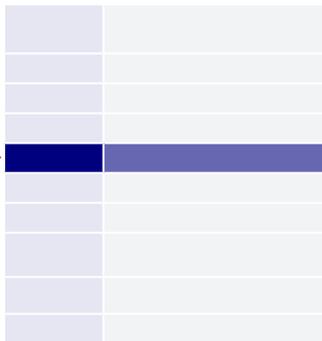
1. Appropriately shifting between the role of law enforcer and public servant
2. Adjusting to planned and unplanned work changes, including different types of incidents that must be handled one right after another
3. Prioritizing and working effectively on several very different tasks / projects at the same time
4. Appropriately applies laws and regulations; understands the difference between the letter and the spirit of the law



## **Counterproductive Behaviors**

1. Sneaks out before shift is over
2. Fails to comply with instructions or orders
3. Procrastinates
4. Loses valuable information
5. Causes unnecessary and inappropriate property damage while carrying out work duties
6. Coasts towards the end of the shift
7. Poor attendance; takes time off from work unnecessarily
8. Deliberately fails to complete assignments in order to accrue unnecessary overtime
9. Takes excessive / extended breaks
10. Wastes time “shooting the breeze”
11. Misses important appointments
12. Fails to properly prepare for assignments
13. Finds ways to avoid taking necessary training
14. Fails to maintain employer-owned equipment
15. Fails to properly report equipment damage
16. Conducts unauthorized personal business while on duty
17. Gives up or cuts corners when faced with obstacles
18. Performs job duties in a way that requires the minimum amount of effort

### **5. IMPULSE CONTROL — ATTENTION TO SAFETY**







Taking proper precautions and avoiding impulsive and /or unnecessarily risky behavior to ensure both public and officer safety. It includes the ability and inclination to think before acting – to keep one’s impetuous, knee-jerk reactions in check, and instead behave in conscious regard for the larger situation at hand.

1. Drives and otherwise behaves within one’s own limits; doesn’t excessively speed, take on too many individuals without backup, etc.
2. Taking proper precautions during and after vehicle pursuits, traffic stops, administering emergency assistance / first aid, etc.

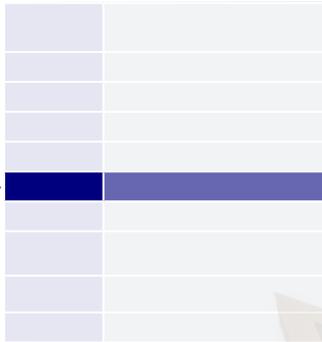
3. Thinking things through before acting (including considering consequences), rather than doing the first thing that comes to mind, yet maintaining a training edge to respond optimally to deadly force situations
4. Careful use and maintenance of firearms, less lethal weapons, OC spray, edged weapons, vehicle, flashlight, baton, tactical vest, radio, cell phone, etc.; consistently possesses all issued equipment
5. Safe driving practices during routine and high arousal activities
6. Attention to and awareness of hazards

### ***Counterproductive Behaviors***

1. Brandishes and is otherwise careless with firearms
2. Disregards risk to self or others; exhibits “tombstone courage”
3. Drives recklessly and at excessive speeds
4. Gets in avoidable / excessive traffic accidents
5. Lives in the moment at the expense of accomplishing long-term objectives
6. Takes unnecessary, foolhardy risks
7. Reacts in a knee-jerk manner to emergency events without sufficient attention to safety
8. Acts without thinking
9. Overreacts when challenged or criticized
10. Involved in and / or arrested for off-duty incidents that would be inappropriate for a public safety employee
11. Speeds and drives recklessly off duty
12. Gets in altercations

**Note:** This dimension overlaps with Conscientiousness / Dependability, but Integrity-Ethics is less focused on external normal compliance. Instead, it deals more with the unwritten standards of personal conduct.

## **6. INTEGRITY-ETHICS**



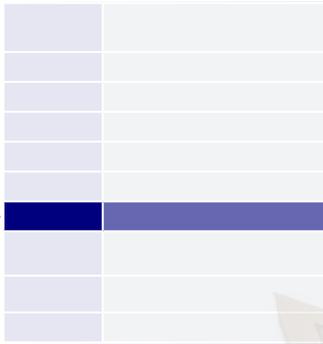

Maintaining high standards of personal conduct. It consists of attributes such as honesty, impartiality, trustworthiness, and abiding laws, regulations and procedures.

1. Not abusing the system nor using the position of authority for personal gain
2. Not bending rules or otherwise trying to beat the system by tampering with evidence, slanting reports, providing inaccurate testimony, etc.
3. Not engaging in illegal or immoral activities – either on or off duty

### ***Counterproductive Behaviors***

1. Shades the truth, omits facts, makes false or misleading statements or otherwise distorts the truth
2. Lies, misrepresents and commits perjury
3. Lies about his/her mistakes or oversights
4. Uses one's position to solicit gratuities or favors, either on or off-duty
5. Steals
6. Uses access to confidential information for self-serving purposes
7. Uses bullying, flattery, trickery and other devious methods when uncalled for by the situation
8. Breaks/bends rules, believing that the end justifies the means
9. Uses one's position to receive sexual and/or monetary favors
10. Fraudulently reports sick and/or annual leave
11. Bends rules for personal gain or satisfaction
12. Abuses privileges and benefits of the job
13. Succumbs to peer pressure to not report serious misconduct
14. Involved in the sale or distribution of illegal drugs
15. Engages in illegal sexual activity (e.g., sex with prostitutes, minors, etc.)
16. Transgresses professional boundaries by initiating inappropriate personal relationships with others

## **7. EMOTIONAL REGULATION & STRESS TOLERANCE**



The ability to maintain composure and stay in control, particularly during life-threatening, time-critical events and other stressful situations. It includes taking the negative aspects of the job in stride and maintaining an even temperament, as well as accepting criticism rather than becoming overly defensive or allowing it to hamper job performance.

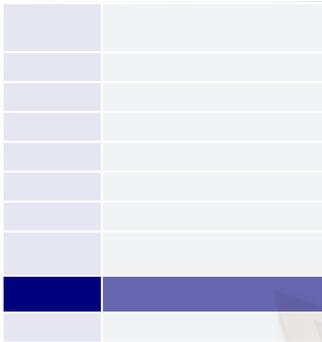
1. Acceptance/ ownership of personal limitations and mistakes
2. Ability to perform under difficult, threatening situations
3. Maintaining positive self image under adverse circumstances
4. Maintaining even-tempered composure and demeanor
5. Proper use of force

### ***Counterproductive Behaviors***

1. Never acknowledges or admits to shortcomings or mistakes
2. Excessively moody
3. Becomes excessively defensive or otherwise overreacts when challenged or criticized
4. Consistently blames others (or circumstances) for mistakes made
5. Worries excessively and enters into new situations with considerable apprehension
6. Overly suspicious and distrusting in dealing with others
7. Denies impact of stress-inducing incidents
8. Commonly behaves with hostility and anger
9. Overly self-critical of one's job performance
10. Is "always right;" not open to others' ideas, suggestions, etc.
11. Argues at the "drop of a hat"
12. Badmouths the employer and associated organizations
13. Unable to cope with stress
14. Unnecessarily confrontational and aggressive
15. Comes "unglued," freezes, or otherwise performs ineffectively when feeling overloaded or stressed



## **9. ASSERTIVENESS-PERSUASIVENESS**



This involves unhesitatingly taking control of situations in a calm and appropriately assertive manner, even under dangerous or adverse conditions. It includes the ability to:

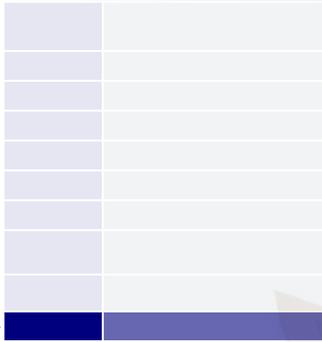
1. Confront suspects
2. Act assertively and without hesitation
3. Not be easily intimidated
4. Use force, including deadly force, when necessary
5. Assert ideas and persuade others to adopt desired course of action
6. Command respect
7. Emanate professional pride and demeanor

### ***Counterproductive Behaviors***

1. Delays acting in crisis, time-critical situations due to the absence of a full set of facts
2. Displays submissiveness and insecurity when confronting challenging or threatening situations
3. Is hesitant to exert influence in uncomfortable / stressful situations
4. Overbearingly takes over control of situations, thereby escalating tensions and risks
5. Avoids interpersonal conflict at all costs
6. Fails to take action when required or requested
7. Overly concerned with possible negative consequences or reactions of others

**Note:** These counterproductive behaviors involve overbearing control or passivity. Extreme dominance and over-aggression are not part of this dimension; rather, they are included as anger control in Emotional Regulation and Stress Tolerance, and as overbearing insensitivity in Social Competence.

## **10. AVOIDING SUBSTANCE ABUSE AND OTHER RISK-TAKING BEHAVIOR**



Avoiding participation in behavior that is inappropriate, self-damaging, and can adversely impact organizational functioning, such as alcohol and drug abuse, domestic violence, sale of drugs, and harmful gambling.

### ***Counterproductive Behaviors:***

- 1.** Uses illegal drugs
- 2.** Misses work due to alcohol or drug use
- 3.** Drinks alcohol on duty
- 4.** Arrives at work intoxicated or hung-over
- 5.** Involved in and/or arrested for off-duty incidents involving alcohol or drugs
- 6.** Recent history of DUI arrests
- 7.** Gambles to the point of causing harm to oneself
- 8.** Engages in self-destructive behaviors