

MEMORANDUM

To: Mark Light
From:
Subject: Life and Death Report – Selection
Date: 17 Oct 16

Introduction

“An applicant can meet the requirements, but when hired, they sometimes can’t do the job,” was a point in selection that Chief Anthony Riccio, Bureau of Organize Crime (OCD) – Chicago Police Department (CPD), made (personal communication, October 7, 2016). For this reason, it is important to develop a strategy in successfully selecting applicants. In this memo, you will find a literature review of three sources on selection, a compilation of dos and don’ts from the content expert, Chief Riccio, and a mini case developed from the Chief’s experiences.

Literature Review – Selection

“An individual’s personality plays a significant role in workplace behaviors,” was the findings made by Caldwell and Burger (1998) about their examination of the relation of personality characteristics and successful interview screening of applicants. Caldwell and Burger (1998) state that out of the “Big Five personality dimensions,” extraversion by the applicant leads to successful new hires, because an interview is a social interaction. It is the highest predictor of success.

Le, Oh, Robbins, Ilies, Holland, and Westrick (2011) take the notion of personality characteristics a step further and associates the employee's "organizational citizenship behavior" (Le et al., 2011) as a positive goal towards improving the organization's social environment. Personnel selection not only includes a person's personality contributing to performance, but the person's ability with the inclusion of a desired personality that compliments the organization's environment.

Frieder, Van Iddekinge, and Raymark (2015) state, "the employment interview remains one of the most common methods organizations use to assess and select job applicants." Experienced interviewers take less time in making a selection decision than less experienced interviews. Frieder, Van Iddekinge, and Raymark (2015) further relate that rapport building by the applicant "can influence the interviewer's decision making time" (p. 12). Thus, the applicant's personality plays a part in the selection decision process of the interviewer.

Content Expert

Chief Anthony Riccio has been with CPD for over 30 years. He has moved through the ranks, starting from Patrolman through the rank of Sergeant, Lieutenant, Commander, Deputy Chief, and now Chief. It is important to select the right people to OCD to meet the needs of each Unit. Chief Ricco stated that officers are sometimes selected based

upon race, multilingual skills, or gender that are specific for carrying out the Unit's mission, such selection follows the rule of "bona fide occupational qualification" (Mathis, Jackson, & Valentine, 2014).

Life and Death Learnings

Chief Riccio provided the following dos and don'ts in the selection process:

Life (Dos)	Death (Don'ts)
<ol style="list-style-type: none"> 1. Use a standard set of questions during the interview to narrow the selection pool of applicants. 2. Ensure the applicant is of sound mind, because life changes can produce an event of counter productivity. 3. Reach out to the applicant's Commanding Officers for feedback and references. 	<ol style="list-style-type: none"> 1. Do not accept anything less in the applicant's presentation—mannerisms, appearance, and body language. 2. Do not limit the pool of applicants, because a wider pool provides the opportunity in narrowing the pool to make final selection decisions. 3. Do not rush to judgment, initial judgment of an applicant can change later during the interview.

Case Study

Chief Riccio shared an experience where an Officer presented himself well in an interview, met all necessary requirements, and persuaded the Chief enough to for appointment to the Narcotics Unit. This Officer displayed self-initiate, was a hard charger, and well liked by his peers and supervisor. Slowly, the Officer's performance started to dwindle and began to exclude himself. The Officer no longer had a high level of performance and displayed personal characteristics that were the complete opposite to those displayed in the interview.

This Officer was experiencing life changes, personal difficulties that consumed him while in the Unit or compounded due to working in the Unit. Chief Riccio, stated that at times "life changes produce a different scenario" (personal communication, October 7, 2016) and he was unaware of the issues this Officer had during the interview process. Ultimately, the Officer had asked to leave the Unit and return to his last District of assignment.

Summary

Applicant selection is not a means of quick decision making or gut feelings. The selection process incorporates factors that not only consider qualifications, but personality characteristics. Through the literature review of three sources on selection, the compilation of dos and don'ts from the content expert, Chief Riccio, and a mini case developed from the Chief's experiences it became apparent that the applicant interview is the most important phase of the selection process.

References

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