

SUMMARY

TECHNIQUES IN PERSONNEL ADMINISTRATION A CASE STUDY : A PRE-SERVICE PSYCHOLOGICAL TEST

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Admitting the well-known advantages of the Merit System in the recruitment and selection of personnel for public service, we would do well to answer a crucial question in this connection : Can we be assured that competent men have been selected to fill appropriate jobs? In the first place a selection on the criteria of knowledge and skill is itself imbued with difficulties. How much more so will it be for a selection on the criteria of desirable attitudes and behaviours.

How many times we have faced instances of persons whose performance in their jobs excel those who were rated infinitely higher in the recruitment and selection process. Again cases are not uncommon of the various misdoings of officials who, in recruitment tests, outweighed all their rivals.

In this article the author introduces the system of psychological testing as used by the U.S. Police Force in the recruitment of its personnel. The psychological test will size up a recruit in regard to his mental health, feelings, intelligence, aptitude, character, etc. The techniques employed in the American police profession involve also blood pressure tests and polygraph operations. The following types are in current use: Intelligence, Achievement, Aptitude, Interests and Personality Tests.

Intelligence Test

In the U.S.A., the minimum Intelligence Quotient set up for the American police in 1924 was only 95. It has now been appreciably elevated. (In the State of California today, for example, the minimum I.Q. requirement is 120). O. W. Wilson¹ suggested the minimum I.Q. for American police as 112.

¹ O.W. Wilson, *Police, Planning* (2nd ed.; Springfield, Ill.: Charles C. Thomas, 1957), p.238.

The intelligence tests used are mainly of 2 kinds—namely, Mechanical and Social. The following are some patterns which have been used with effective results in recruiting and selecting police personnel in the United States :

1. Ohio State University Psychological Test
2. Otis Self-Administering Tests of Mental Ability, Higher from Standard Examination
3. Partington Parkway Test
4. Otis General Intelligence Examination
5. Gamma Test of Quick-Scoring Mental Ability Tests
6. Personnel Test by Wonderlic
7. Digit Symbol Test
8. Wechsler Bellvue Intelligence Test
9. Stanford-Binet Test
10. Henmon-Nelson Test of Mental Ability
11. New California Short-Form Test of Mental Ability (Advanced Form)

Achievement Test

This type of test, sometimes called "Proficiency Test", aims at gauging the ability inherent in the applicant at the time of selection as well as his possibilities of future progress.

Below are the popular patterns used :

1. Policeman Examination General Adaptability Test
2. Strong Vocational Interest Blank for Men (Revised)
3. Cooperative General Achievement Test
4. College Entrance Examination Board Test
5. Scholastic Aptitude Test

Aptitude Test

Two types of aptitude tests are in current use—namely, Mechanical and Clerical.

Four patterns of aptitude tests have been widely employed—namely :

1. Mechanical Comprehension-Picture Setups of Four Everyday Problems
2. Technical Reading
3. Spatial Relations
4. Arithmetical Ability

Interest and Attitude Test

For this kind of test, Kuder Preference Record and Strong Vocational Interest Inventory are prevalent. They were drawn up as a result of a norm tests carried out among both in- service and retired policemen.

As for specific attitude tests, "Thurstone Measures of Equal Appearing Intervals" has been in common use. The technique is to make the applicant write down briefly on the blackboard answers in connection with his interest in, and attitude toward, the police profession.

Personality Test

Generally speaking this is a test on a candidate's affability, tact, intelligence, social grace and other characteristics that will create good feelings and faith on the part of those who come into contact with him.

The tests enumerated below are among those popularly used :

1. Vocational Apperception Test
 2. Rorschach Test
 3. Minnesota Multiphasic Personality Inventory
 4. Guildford-Zemmerman Temperament Survey
 5. Humm-Wadsworth Temperament Scale Appraisals
 6. Thematic Apperception Test
 7. Bell Adjustment Inventory
 8. Edwards Personal Preference Scale
 9. Bernreuter Personality Inventory
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10. Cornell Index
11. Social Intelligence Test
12. Thurstone Temperament Schedule

Appraisal of Psychological Tests

In the appraisal by the police departments of the various states in the U.S. of the results of these psychological tests, it is found that those who have passed them have shown higher academic records in police schools as well commedable behavior, tact and spirit of co-operation, and after a year's probation all have been instated as patrolmen. Another test after one year of work revealed that these patrolmen have showed increasingly better results in their work performance.

The author is of the opinion that such psychological tests may be more extensively utilized in Thailand. He then goes on to quote the following institutions as among those already doing good work in this field namely :

1. Prasarnmitr College of Education
2. Phya Thai Hospital for Neurotic Diseases
3. Chao Praya Mental Hospital
4. Department of Public Welfare, Ministry of Interior

In his view, an attempt should be made to introduce it into the Thai Civil Service. The author quoted Dr. Tooi Xumsai, the noted Thai psychologist, as saying that, with sufficient preparations and research, together with systematic appraisals and some resources, psychological tests could be well utilized by the police profession in this country.

Summarized by **Patom Jarnson**
