

A STUDY OF SELECTED PERSONNEL MANAGEMENT
FACTORS IN THE MICHIGAN STATE POLICE

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Philip Louis Ash, Jr.

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A STUDY OF SELECTED PERSONNEL MANAGEMENT FACTORS
IN THE MICHIGAN STATE POLICE

by

Philip Louis Ash, Jr.

AN ABSTRACT

Submitted to the College of Business and Public Service
Michigan State University of Agriculture and
Applied Science in partial fulfillment of
the requirements for the degree of

MASTER OF SCIENCE

Department of Police Administration and Public Safety

1958

APPROVED

A handwritten signature in cursive script, reading "James J. Brennan", is written over a horizontal line.

PHILIP LOUIS ASH, JR.

ABSTRACT

Police personnel management is a relatively new field. It deals with the establishing and maintaining of a competent, well-trained police force under such work conditions that this force accomplishes its mission, of public service, in an efficient and commendable manner. The public judges its police force by the individual police officer it comes in contact with. Proper recruiting, selecting, and training techniques and practices will help to insure that the best possible individuals are serving as police officers.

This study is concerned with selected personnel procedures and policies utilized by the Michigan State Police, including the minimum entrance requirements, selection process, and the Recruit School and probationary periods. It is shown how, in comparison with other state law enforcement organizations, the Michigan State Police are among the leaders in these areas of personnel administration. Since the early beginning of the State Police, as a World War I emergency force, in 1917, they have advocated strong, efficient personnel policies. The State of Michigan operated under a patronage system of state employment until 1938. Prior to this time, in 1935, the State Police had sponsored a statutory enactment, passed by the State Legislature, which was the first such law in Michigan, embodying the principle of the merit system. Today, the State Police have a Personnel Office, which works closely with the Michigan Civil

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Service Commission to keep personnel policies and procedures up to date.

Another important phase of this study consisted of gathering background data, from individual personnel files, on all recruits who entered the State Police Recruit School during the period, January 1952 to November 1957, a total of 874 individuals. The purpose in doing this was (1) to get a picture of the background of the average recruit, (2) to learn the background of the School and probationary washout, and (3) to see what background factors were important in the success or failure of the recruit during these periods. The following background factors were chosen for study: age, marital status, education, military service, size of area of residence, occupation, number of miles from home to East Lansing, and State Police District of residence.

On the basis of the data presented, the average recruit at time of entry into the State Police Recruit School was: 25 years of age or less, married, had a high school education, military service, had worked in either a factory or a business, and lived 150 miles or less from East Lansing. The recruit, who washed out of the School, was either encouraged to resign or resigned voluntarily, after spending less than two weeks at the seven week School, because he proved to be inadequate physically. The probationary washout left due to unsatisfactory performance of

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duty, generally after spending up to four of the required six months probationary duty with the Department.

The following background characteristics had the lowest washout rates and percentages: age 21, married with four children, completed three years of college, Marine Corps service, came from a rural area, and worked in a business.

In conclusion, on the basis of the data examined and the reasons for washout, certain procedural changes were recommended for the Michigan State Police. These included: lowering the maximum age limit to age 25, eliminating acceptance of the General Educational Development Test in lieu of completion of four years of high school, devising a test to measure courage and physical stamina, utilizing a written psychological examination, and "toughening up" the first week of the State Police Recruit School.

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P.L.A.
18 April 1958

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CHAPTER I

INTRODUCTION

The complex world we live in is composed of masses of people acting, reacting, and interacting among each other. To insure that complete chaos does not result governments have been established, and rules and regulations promulgated for the government of the various societies. Enforcement of these rules is commonly delegated to a group of individuals in the society known as the police. This study will cover one phase of the administration or management of a police organization. The phase to be covered will include the selection of police officers, their training and probationary periods, and delve into the backgrounds of the individual police officers in one organization, the Michigan State Police. The subjects to be covered fall within the general area of police personnel management or personnel administration.

Police Personnel Administration

Police personnel administration is a relatively new field and one of increasing importance. Up until recently, law enforcement officials considered police work vastly different from all other types of public employment, and felt that special administrative procedures and techniques were

necessary. In actual practice there are no really unique characteristics about police work. Any differences are differences of degree not kind. Bearing this in mind, let us consider first what personnel management or administration is in a general sense, and then specifically what police personnel management is.

Answering by way of simple definition, personnel administration is, "a method of developing the potentialities of employees so that they will get maximum satisfaction out of their work and to give their best efforts to the organization."¹ To relate this general definition to the police is relatively simple. The "organization" is the police department. The department is responsible to an administrative head, who is in turn responsible to the public. Therefore, personnel administration, as the police are concerned with it, deals with the establishing and maintaining of a competent, well-trained police force under such work conditions that this force is completely loyal to the interests of government at all times.² Other police officials must realize, as has Chief O. W. Wilson, a leading police administrator, that, "Personnel administration is

¹Paul Pigors and Charles A. Myers, Personnel Administration (New York: McGraw-Hill Book Company, 1956), p. 12.

²International City Managers Association, Municipal Police Administration (Chicago: International City Managers Association, 1954), p. 135.



the most fundamental and important task of the head of any organization,"³ and that, "The goal in the administration of police personnel is to assist in the accomplishment of the basic police purpose,"⁴ namely, public service in accord with local regulations as promulgated directly or indirectly by the people.

The public judges its police organization by the individual police officer it comes in contact with. Criticism of one individual officer is often directed at the entire police department. One way for the police to prevent derogatory comments and criticism is to establish and utilize sound personnel management practices in all phases of their administration. Proper recruiting, selecting, and training techniques and practices will help to insure that the best possible individuals are serving as police officers.

Selected Personnel Management Factors

The subject for consideration in this study will be certain selected personnel management factors in a specific police organization. The specific police organization chosen is the Michigan State Police. Several reasons exist for this choice. First, the State Police is numerically

³0. W. Wilson, "Toward A Better Merit System," The Annals--New Goals in Police Management (Philadelphia: American Academy of Political and Social Science, 1954), p. 87.

⁴Ibid., p. 88.

one of the largest police organizations in the State of Michigan. It is a state-wide police organization operating with full police power, and performing all types of police duties and functions throughout the State, an area of 58,216 square miles. A branch of state government, the State Police are dependent on the will of the people through the Legislature for personnel strength increases, approval of budget, and other monetary matters, et cetera. In a state the size of Michigan, there are bound to be critics of any such organization, and the State Police must be prepared to defend personnel policies and procedures. These policies must be set up in such a manner as to make them relatively invulnerable to such criticism. The State Police have been aware of the need for sound personnel management, and have recently assigned a specialist, a full-time personnel officer, to assist in the accomplishment of this function.⁵

The Michigan State Police personnel program is complete in coverage beginning with the handling and processing necessary in the selection process to the final closing out of retirement papers. Rather than cover the entire range of State Police personnel duties in this study, it has been deemed necessary to consider certain selected factors or responsibilities which are important parts of the over-all personnel management program.

⁵Michigan State Police Personnel Officer, Lieutenant Arthur H. Long, appointed July 1953, presently serving in that capacity.

The factors to be studied include three administrative procedures or phases. These are: (1) the selection process used to supply candidates for the State Police, (2) the Recruit School or training phase, and (3) the probationary period, from which those successful emerge as Michigan State Police Troopers. Since any police organization is only as good as the members in it to study just the mechanics is not enough. Consideration must be given to the individual officer and to that extent, this study will consider a fourth factor, the candidate's background. With the limits of the study in mind, questions arise to be answered.

The Questions to be Answered

The first area of questioning covers the mechanics involved in the selection, training, and probationary areas. Questions to be answered in this area include:

1. What is the selection procedure used by the Michigan State Police?
2. What training must the prospective trooper undergo?
3. What is the probationary period?
4. How do Michigan State Police procedures in these areas compare to recommended police practices, and in particular, how do they compare to other state law enforcement organizations?

The second area has to do with the individual, who is attempting to become a Michigan State Police Trooper. Questions regarding his background to be answered include:

1. What effect does his background have on how well he does in the training or probationary periods?

2. Are there any significant background characteristics peculiar to the individual who is unsuccessful in the program?

Information and data will be presented to answer, at least partially, these and other allied questions.

Organization of the Remainder of the Thesis

Before discussing any particular portion of policy or procedure, it is necessary that one understand something about the organization and history of the Michigan State Police. This, along with some of the duties of the Trooper will be covered in the next chapter.

Personnel management in the State Police has been a command responsibility since the Department's origin. To fully understand the development of this area as a specialty in the Department, it is important to consider employment by the State of Michigan, as a whole. A system of patronage, or dispensing of jobs as a reward for political service, was in use until 1938. The effect of this, and the subsequent development of the Michigan State Police Personnel Office, is covered in Chapter III.

Police selection requirements and procedure vary considerably from state to state, and from city to city. Examination of some of these basic requirements and the reasons therefore, as found in Chapter IV, will enable the

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reader to better understand the policies currently used by the State Police.

Beginning with the minimum requirements, Chapter V covers the Michigan State Police selection procedure from the time a position vacancy occurs, through the application, testing, and investigation, to the appearance of the candidate at the training school. In Chapter VI, the background of the individual, who arrives at the State Police Recruit School is examined. To effect this, data was compiled using individual personnel records for a total of 874 individuals who entered the Recruit School during the period, January 1952 to November 1957.

In Chapter VII the purpose, curriculum, and evaluation procedures of the Recruit School are detailed, and in the following chapter the Recruit School washout is covered. Background tabulations are provided, as well as the various reasons for the recruit's leaving school. Similarly, in Chapter IX, the probationary requirements are outlined as well as the background data on the probationary failure.

In the last three chapters, Chapters X--XII, the mechanical processes of selection, training, and probation used by the Michigan State Police are compared and weighed against what other state law enforcement organizations do. Conclusions on the effect of the individual's background on his success or failure are drawn, and constructive recommendations as to possible changes are made.

CHAPTER II

THE MICHIGAN STATE POLICE AND THE TROOPER

In this chapter the reader will learn of the early history of the Michigan State Police, and its organization, duties, and responsibilities. Additionally, the job of State Police Trooper will be examined in some detail.

The Origin of the State Police

The Michigan State Police were organized during World War I. The Michigan National Guard was called into active Federal service leaving the State without a reserve force to provide internal security. On 3 April 1917, Governor A. E. Sleeper sent a special message to the Legislature asking for authority to borrow \$5,000,000 to equip the National Guard, launch a state police organization, and otherwise place Michigan on a defensive basis. The emergency police force, known as the Permanent Force Michigan State Troops, was created 10 April 1917 as a result of legislation enacted creating the War Preparedness Board, and giving the Governor authority and funds to form this home defense force. The Troops, a horse-mounted military organization, were speedily formed and dispatched to key locations throughout the State. Troopers performed internal security duties at the Sault St.

Marie locks, the Detroit dock area and tunnels, and at other vital installations.

Some political rivalry occurred between the Home Guard supporters and the advocates of the newly formed State Troops, however, the record of the Troops was outstanding, particularly in their handling of the I.W.W. disturbances in Michigan's Upper Penninsula. In 1919, in response to widespread public demand, the Legislature reorganized them at the Michigan State Police.¹

Only minor statutory revisions occurred until the passage of Act 59, Public Acts of 1935, which in part:

. . . creates and establishes the Department of Michigan State Police, which consists of a commissioner as its executive head and such officers and employees as may be appointed or employed in such department.

The commissioner and all officers have and exercise all the powers of a deputy sheriff in the execution of criminal laws of the state and all laws for the discovery and prevention of crime, and have the authority to make arrests without warrants for all violations of law committed in their presence including laws designed for the protection of the public in the use of the highways, and to serve and execute all criminal and civil process when directed to do so by the Governor or Attorney General in actions and matters in which the state is a party. The commissioner and department are under the immediate control and direction of the Governor and any member may be employed by the Attorney General in any investigation or matter under the jurisdiction of his department. The Michigan State Police consists of a Uniform Division, a Special Investigations

¹Oscar G. Olander, Michigan State Police: A 25 Year History (n.p.: Michigan Police Journal Press, 1942), pp. 4-23.

Division, Safety and Traffic Bureau, and other such divisions, bureaus, or branches as may have been established by law or by the commissioner in his discretion.²

The Department Today

State-wide jurisdiction, responsibility, and cooperation have caused the State Police to expand from the small emergency force to the large permanent organization it is today, one that has steadily grown in the esteem and confidence of the public.³ Today, the Department occupies Fifty-four Posts located throughout the State. Of these, eight are joint District--Post buildings, and nearly all of the Posts are State-owned buildings which were erected solely for this use. Present authorized personnel strength, both uniformed and civilian, numbers approximately 1,500 individuals, with the majority of the civilian personnel employed at the Headquarters, which is located in East Lansing. Figure 1 shows the locations of the Headquarters, the District Headquarters, and the Posts, as well as the manner in which the State is divided into Districts.

Since State Police authority is not confined to highway patrol and offenses committed on the highways, the

²Secretary of State, Official Directory and Legislative Manual (Lansing: State Printing Office, 1957), p. 224.

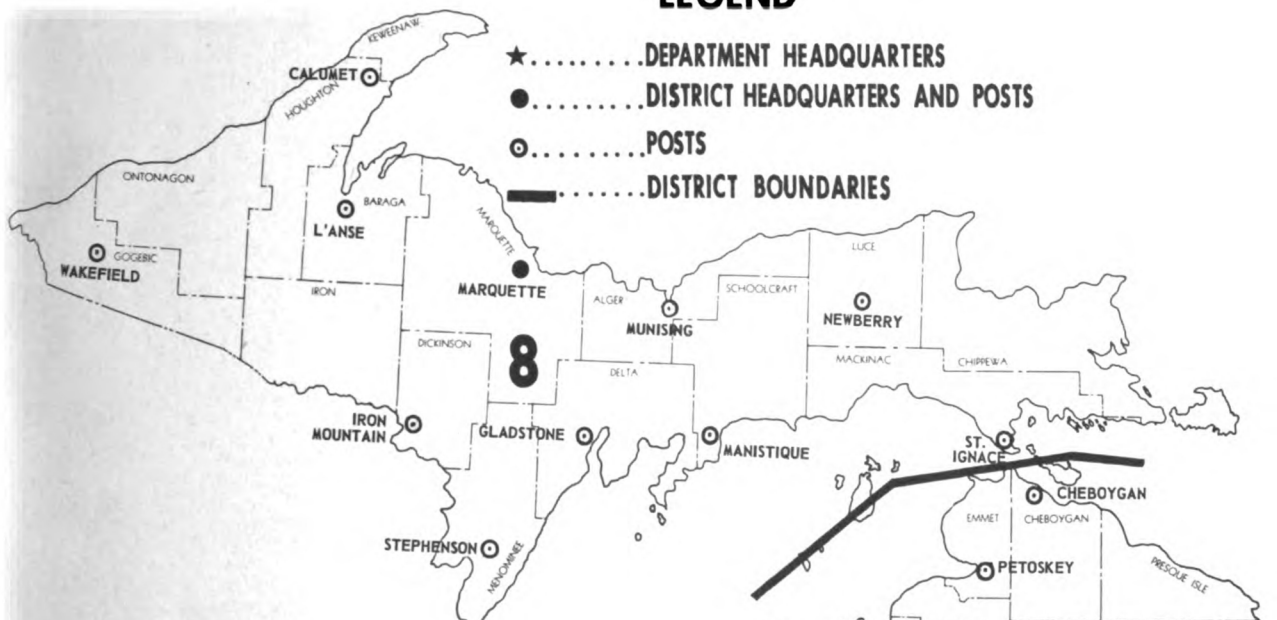
³Thomas J. Masterson, "A Brief History of the Michigan State Police" (Lansing: Michigan State Police Public Information Office, 1956), p. 1. (Mimeographed.)

MICHIGAN STATE POLICE

JOSEPH A. CHILDS, COMMISSIONER

LEGEND

- ★.....DEPARTMENT HEADQUARTERS
-DISTRICT HEADQUARTERS AND POSTS
-POSTS
-DISTRICT BOUNDARIES



Michigan State Police Posts

DEPT. HEADQUARTERS - SO. HARRISON RD.

EAST LANSING

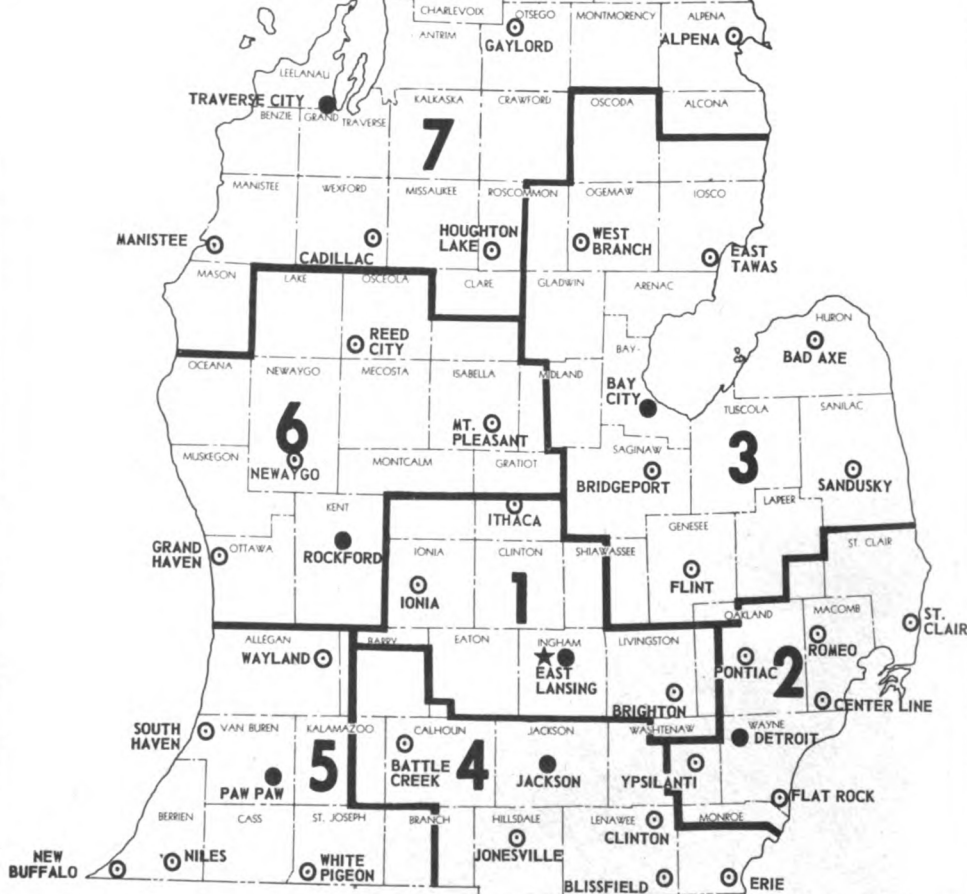
PHONE: Edgewood 2-2521

DISTRICT NUMBER	POST			PHONE NUMBER
	LOCATION	NO.	RADIO	
NO. 1	*EAST LANSING	11	KQA 258	Edgewood 2-2521
	BRIGHTON	12	KQA 261	ACademy 7-1051
	IONIA	13	KQF 371	1690
	ITHACA	14	KQA 931***	1-0711
NO. 2	*DETROIT	21	KQA 262	KEenwood 1-4100
	ROMEO	22	KQA 263	PLateau 2-3521
	ST. CLAIR	23	KQA 264	**Wash. Stillwell 1-8661
	CENTER LINE	24	KQA 265	FAirview 9-2233
	FLAT ROCK	25	KQA 266	SLocum 7-2700
	YPSILANTI	26	KQA 267	STerling 2-2434
NO. 3	*BAY CITY	31	KQA 270	HUnter 2-1211
	EAST TAWAS	32	KQA 271	FEederal 4-0519
	BAD AXE	33	KQA 272	TWinbrook 5-5503
	SANDUSKY	34	KQA 268	FOrest 2-3434
	FLINT	35	KQA 273	456
	WEST BRANCH	36	KQA 274	CEdars 5-3525
NO. 4	*JACKSON	41	KQA 275	400
	CLINTON	42	KQA 276	PLeasant 5-7750
	BLISSFIELD	43	KQA 277	STate 2-9443
	BATTLE CREEK	44	KQA 278	GLadstone 6-4123
NO. 5	*PAW PAW	51	KQA 281	Victor 380
	WHITE PIGEON	52	KQA 282	Hillsdale Victor 9-2111
	NILES	53	KQA 283	WOodward 8-6116
	NEW BUFFALO	54	KQA 284	4021
NO. 6	*ROCKFORD	61	KQA 286	2215
	REED CITY	62	KQA 287	MUtual 3-4411
	MT. PLEASANT	63	KQA 288	400
	GRAND HAVEN	64	KQA 289	1055
NO. 7	*TRAVERSE CITY	71	KQA 290	PYramid 2-2213
	CADILLAC	72	KQA 291	VOlunteer 6-9341
	HOUGHTON LAKE	73	KQA 292	TEnnison 2-4011
	ALPENA	74	KQA 293	SPring 3-6661
NO. 8	*MARQUETTE	81	KQA 297	400
	NEWBERRY	82	KQA 298	9521
	ST. IGNACE	83	KQA 299	Windsor 6-4646
	MANISTIQUE	84	KQA 300	415
NO. 9	*IRON MOUNTAIN	85	KQA 301	4001
	WAKEFIELD	86	KQA 302	400
	L'ANSE	87	KQA 303	400
	STEPHENSON	88	KQA 304	400
NO. 10	*CALUMET	89	KQA 305	400
	MUNISING	90	KQA 306	400
	IRON	91	KQA 307	400
	WAKEFIELD	92	KQA 308	400

NOTE: *ALSO LOCATION OF DISTRICT HEADQUARTERS.

**Any calls placed from Lansing or Detroit should use "Washington" exchange as there will be a savings in toll charges

***Temporary License



general police powers conferred enable the State Police to render a much greater and more comprehensive service to the public. For example, in 1956 a total of 244,651 arrests were made, and a total of 16,776,171 miles of highway were traveled in the performance of police duties.⁴ In addition to patrol duties, a great amount of time is spent in investigating and disposing of criminal complaints ranging from violations of the Christmas Tree Laws to murder, bank robberies, and other felonies. Pioneers in the field of radio communications, the State Police established a state-wide system in 1929, at a time when the lawless elements were combining the automobile, speed, and crime. Today, through the use of relay stations, communications travel instantaneously throughout the State. Cooperative arrangements are in effect to facilitate communications with local law enforcement agencies, Civil Defense, and inter-state coverage.

The Headquarters at East Lansing maintains a large fingerprint identification bureau, the state gun registration file, a well equipped crime laboratory, the central pawnshop ticket record file, and seven lie detectors located throughout the State, all to serve without charge any police department in the State.

The State Police Commissioner also acts as State Fire Marshal, and as a member of the State Safety Commission, the

⁴Michigan State Police, Annual Report Year 1956 (East Lansing: Printing and Mailing Section, Michigan State Police, 1957), pp. 64-65.

State Board of Aeronautics, and the State Civil Defense Council. This results in additional State Police duties including: inspection of dry cleaning plants, schools, hospitals, theaters, and other places of public gathering in regards to fire regulations, arson investigation, and the investigation of airplane accidents.

Departmental Organization

The administrative headquarters includes five Divisions, a Personnel Office, and a Public Information Office. The uniform Division is the largest, and includes the eight State Police Districts, Police Training, Operations and Communications, and Safety and Traffic. The Detective Division includes the Scientific Crime Laboratory, the Special Investigation Squad, the Security Squad, and the Rackets Squad. The Records and Statistics Division includes the Identification Bureau, Latent Identification Bureau, Statistical Bureau, Record Bureau, and the Photo Laboratory. Since the State Police Commissioner is State Fire Marshal, there is also a Fire Marshal Division to accomplish these responsibilities. The Business Administration Division includes the Quartermaster, Garage, Printing and Mailing, Buildings and Grounds, Utilities, Headquarters Dining Hall, and the Business Administration Sections.⁵

⁵Michigan State Police, Your State Police (East Lansing: Printing and Mailing Section, Michigan State Police, 1957), pp. 3-18.

The Trooper

The Michigan State Police Troopers will be found throughout the State, patrolling the highways, investigating crime, and handling trouble of all kinds on land, in the air, and on the water. The Department owns three airplanes which are used for search, observation, transporting witnesses and evidence, mercy missions, and the enforcement of aeronautical laws. High speed power boats are in operation on various State waterways to control careless and reckless operators of boats, and to perform rescue and other police services. Trained, expert teams of skin divers are available for underwater recovery of evidence and bodies of drowned persons.

The Michigan Civil Service Commission Job Specifications for State Police Troopers I and II give us a look at some of the Trooper's duties.

General description. Employees in these classes enforce laws in the state and perform related work.

Examples of work.

State Police Trooper I

Patrols highways by automobile during day or night.

Issues traffic summonses and makes arrests for violations.

Makes appearances and gives evidence in court.

Makes criminal and other investigations in connection with complaints and other information received.

Inspects places where liquor is sold for compliance with state liquor laws, rules, and regulations.

Inspects theatres, dry cleaning plants, and other places for compliance with state fire laws.

Makes reports, keep records, and acts as post information officer.

State Police Trooper II

As an experienced officer, with increased responsibilities and latitude for independent judgment, performs work described for State Police Trooper I.⁶

The Michigan State Police Trooper is a member of a large and efficient police organization which has full police power and handles all types of criminal cases. Your State Police describes him as follows:

Your State Police Trooper is a symbol of security.

He is physically fit, and well trained in all phases of police work.

He is alert, confident, recognizes responsibility, and is capable of independent decisions. He is polite and always ready to assist. His integrity is above reproach.

To those in need of help, he is a benevolent friend; to those outside the law, a relentless foe.⁷

Summary

The Michigan State Police were born during a strife-torn emergency period, and after this period ended, due to public demand, they were reorganized on a permanent basis. Today, there are fifty-four State Police Posts located throughout the State, and Troopers are patrolling the land, water, and air; handling criminal complaints, traffic matters, and performing general police duties.

⁶Michigan Civil Service Commission, "Job Specification 72434 and 74005, State Police Trooper I and II" (Lansing: 1956), p. 1. (Mimeographed.)

⁷Your State Police, op. cit., p. 31.

We have seen how the Department is organized, and what some of the Trooper's duties are. Now let us examine the development of the State Police personnel program, beginning with the State of Michigan employment policies and procedure.

CHAPTER III

PATRONAGE, CIVIL SERVICE, AND THE MICHIGAN STATE POLICE PERSONNEL PROGRAM

The Michigan State Police personnel program is, to a large extent, based on policies and procedures established by the State of Michigan. A look at the history of State employment practices will lead the reader directly into the gradually developed State Police program.

Patronage in Michigan

Prior to 1938, State employment was handled under the patronage system. Political connections were the first, and often the only, requisite.

Most of them (State employees) came into service through the operation of a central patronage office, set up for the purpose of determining the political qualifications of those seeking jobs. Applicants were first sifted by the county committees of the successful political party and, if found to be deserving, were referred to the central office. There they were required to fill out simple application blanks to which were attached the endorsements of the county committees and other supporting data of a political nature. The heads of the state agencies informed the patronage office of the number and general nature of their vacant positions and the approved applicants were referred to them in order of their respective political strength, although efforts were made to observe a rough geographical apportionment.

Theoretically, the patronage office attempted to make certain that the persons referred were qualified for the work and department and institution

heads had the option of refusing to accept those who were not. Actually, the patronage office had no facilities for determining the experience and ability of the applicants, other than by inspection of the information on the application blanks and in the references; and because of its own basic nature, was in no position to resist pressure for the recommendation of incompetent but politically powerful persons.¹

The patronage job holder was in a sorry position. Good morale was impossible. Often, they had jobs they were neither fitted nor qualified for, and worse were working for superiors who knew less about the job than they did.² Compensation presented a chaotic problem.

Generally the tendency is to set low rates so that the legislative appropriations can be made to provide as many jobs as possible, since the patronage system feeds on the number of jobs to be distributed, and since it is usually necessary to accept the employees produced by the system with no opportunity to attract better personnel by offering higher wages.³

Wages were set on the basis of political promises, pull, and favoritism not on the job class or work performed.⁴ Election time meant contributions, party work, and the employee placing his head upon the block, as his job was dependent on his political party remaining in power.⁵ Bad as the system was for the employee, the cost to the citizens in the State

¹State of Michigan, Report of the Civil Service Study Commission (Lansing: State Printing Office, 1936), p. 20.

²Ibid., p. 30.

³Ibid., p. 31.

⁴Ibid., p. 45-46

⁵Ibid.

1

was tremendous, in terms of hiring and training new employees, supplies and materials wastefully used, and in inefficiency.⁶

Governor Frank Fitzgerald, in 1936, felt a need for a change, saying:

Patronage is today the most corroding influence in popular government. No administration, no matter how clean its motives may be, nor how wise its policies, can render full service to the people so long as the patronage evil exists.⁷

He appointed a Civil Service Study Commission, which thoroughly studied and reported the evils of patronage in Michigan and recommended adoption of a merit system. The Report of the Study Commission indicated that some departments of State government were in fairly good shape, among them, the Michigan State Police.⁸

State Police Civil Service

In 1935, the so-called police civil service act, Act 59 of the Public Acts of 1935, was passed by the State Legislature. This gave the State Police Commissioner complete responsibility and authority over personnel matters, removed the State Police from politics, and protected the Commissioner's own tenure so that he would be free to exercise his

⁶Michigan State Civil Service, "Before the Merit System: Patronage in Michigan" (Lansing: Research and Survey Division, 1949), pp. 1-2. (Mimeographed.)

⁷Report of the Civil Service Study Commission, op. cit. p. 3.

⁸Ibid., pp. 49-55.

authority. It was not strictly a civil service law in the true sense, but it was the first statutory enactment embodying recognition of the merit principle.⁹

Mention was made of the State Police in several places in the Civil Service Study Commission Report. In discussing entrance requirements, it says, "It is harder to get a position as a patrolman in the State Police than any other position in State service not requiring professional training."¹⁰ Entrance requirements consisted of height, weight, and background requirements, but no form of competitive examination.¹¹ Classification of positions had been accomplished, and there was a definite fixed compensation schedule.¹² Service ratings were in use, and procedures for the handling of disciplinary matters had been established.¹³ In reference to the State Police training program, the report said:

The training program of the Public Safety Department can safely be said to be among the finest in existence; no better example can be had of the fruits of such a program than the recognized excellence of the department.¹⁴

⁹See Chapter II, page 9, for excerpts of this Act.

¹⁰Report of the Civil Service Study Commission, op. cit., p. 23.

¹¹Ibid.

¹²Ibid., p. 33.

¹³Ibid., pp. 35-37.

¹⁴Ibid., p. 37.

A State Wide Merit System

The report and recommendation for the establishment of a State-wide merit system was presented to the Legislature by Governor Frank Murphy, was adopted, and the system went into effect 1 January 1938. It provided for proper job classification, equal pay for equal work, fair promotional opportunities, competitive examinations, and protected competent employees.¹⁵ Sixteen months later, on 15 May 1939, a second system took its place. In the first system, 86 per cent of State jobs were under Civil Service coverage; in the second, only 48 per cent were in classified service, and even classified employees were less secure in their jobs due to loose interpretation of the specifications.¹⁶ The opponents of the second system, along with supporters of the original system, acted through a Merit System Association and secured the adoption by the people of the State of the Civil Service Amendment to the State Constitution (Article VI, Section 22). This amendment became effective on 1 January 1941, and established the present civil service merit system in Michigan, and for the first time, included the Michigan State Police in coverage.¹⁷

¹⁵Michigan State Civil Service, "Development of Michigan State Merit System" (Lansing: Research and Survey Division, 1949), pp. 1-4. (Mimeographed.)

¹⁶Ibid.

¹⁷Ibid.

Article VI, Section 22 provided, in part, that:

The state civil service shall consist of all positions in the state service except those filled by popular election, heads of departments,

.
The commission shall classify all positions in the state civil service according to their respective duties and responsibilities, fix rates of compensation, . . . , determine by competitive performance exclusively on the basis of merit, efficiency and fitness, the qualifications of all candidates for position in the state civil service, make rules and regulations covering all personnel transactions, and regulate all conditions of employment. . . .¹⁸

Significant features of the present merit system include:

1. The broad features and coverage were specified by the people of the State, and not by the Legislature.
2. Being a constitutional amendment, it can be changed or repealed only by the people, and not by legislative process.
3. The new merit system covers 92 per cent of the total number of State positions, or almost twice as many as the second merit system plan.

The Michigan State Police Personnel Program

Under the Civil Service Amendment of 1941, the Michigan State Police were brought under the State Civil Service Commission. Prior to this time, the State Police had had an active personnel program, and the transition did not create

¹⁸Constitution of the State of Michigan, 1940, Article VI, Section 22.

many problems. Earlier, the Commissioner, who had the overall responsibility for personnel matters, had delegated his authority to an assistant, and subsequently to the Director of Business Administration. With the passage of the so-called police civil service act of 1935, personnel policies and procedures became standardized and fixed. On 1 January 1941, when State Civil Service entered the picture, blanket status was granted to all persons then in positions, without examination. In conjunction with the State Civil Service Commission, job specifications were established, the open competitive examination program set up, and examination for promotion with the Department formalized.

On 1 July 1953, the personnel function was removed from the Business Administration Division of the State Police, and a separate State Police Personnel Office was created. A uniformed officer of the State Police became Personnel Officer.¹⁹ The office was operated with the assistance of a civilian personnel advisor and two clerks. Today, the Personnel Office has two uniformed officers, and eight civilian employees to perform its many and diverse duties.²⁰

¹⁹Lieutenant Arthur H. Long, presently serving as Michigan State Police Personnel Officer.

²⁰Three of these civilian employees are pool typists who are rotated among various Headquarters offices.

Summary

The Michigan State Police set an example for the State in the adoption of the so-called police civil service act in 1935, at a time when the State was embroiled in the chaos of employment by patronage. Since the adoption of a state-wide civil service merit system, by constitutional amendment in 1941, the State Police have cooperated to the fullest with the Michigan State Civil Service Commission. The personnel program in the State Police has grown from an additional duty in the Business Administration Division to the point, in July 1953, where a separate Personnel Office was opened.

Having covered the historical background of the Michigan State Police, its organization, and the development of its personnel program under a state civil service merit system, it is logical to delve into police service entry requirements presently in use. After a discussion of the general requirements, we shall then examine the Michigan State Police entry requirements in detail.

CHAPTER IV

GENERAL POLICE SELECTION REQUIREMENTS

From the foregoing chapters, we know generally what the Michigan State Police are, what they do, and something about their personnel program. A very important subject, not yet covered, is the policeman, himself. In this chapter, we shall go into the requirements and processes by which he gets to be a police officer.

Requisite Qualities of A Police Officer

Several police administrators have specified the qualifications they feel the officer must have. Chief Greening of Berkley, California in a lecture before the Police Training School of the Federal Bureau of Investigation specified the following qualifications:

1. He must be a two legged municipal reference library and information bureau.
2. He must be an emergency fireman and an emergency doctor, handling everything from attempted suicide, fractured skulls and severed arteries, to epileptic fits.
3. He must be a marksman.
4. He must be a boxer and wrestler.
5. He must be a sprinter but run in only one direction.
6. He must act as male governess to the children.

7. He must be a diplomat and a two-fisted go-getter at the same time.

8. He must be a memory expert and an authority on a multitude of subjects.

9. Upon occasions he must act as judge and jury as well as attorney for both defense and prosecution, thereby playing four roles at the same time; and finally decide whether or not to make an arrest or suffer the consequences.

10. His middle name must be versatility if he is to survive the service.¹

August Vollmer, a bit more succinctly, insisted that a thoroughly qualified police officer should have:

The wisdom of Solomon, the courage of David, the strength of Sampson, the patience of Job, the leadership of Moses, the kindness of the Samaritan, the strategy of Alexander, the faith of David, the diplomacy of Lincoln, and the tolerance of Confucius.²

In order to produce individuals of the caliber listed above, it is necessary that certain requirements be established, and a definite selection procedure utilized. Unlike other types of public employment, admission to employ in the police field is not generally based on special qualifications of vocational experience, professional training, or even general education in most instances. Recruits are sought among young men, " of good character and sound physical condition who appear to be able to learn what the police force has to teach them, and who it is hoped will

¹Municipal Police Administration, op. cit., p. 115.

²Ibid.

prove acceptable to the conditions of police service."³ An item rarely considered is political affiliation or activity, and police employ is seldom a reward for political efforts. As a result of this, the civil service or merit system more satisfactorily fulfills the needs of police service than does the system of appointment on a wholly political basis.⁴

General Requirements

In general, the typical police entrance requirements will include:

1. Age requirements
2. Height and weight requirements
3. Educational requirements
4. Other physical requirements
5. Personal background requirements
6. Residence and citizenship requirements

Age requirements. On the subject of minimum age requirements, there is general agreement that 21 years of age is acceptable, provided that the individual is sufficiently mature to perform the duties requires. Younger men are:

Generally more adaptable and learn more quickly with less effort. Police discipline and training can instill in them the habits and attitudes which

³Edward J. Hickey, "Trends in Rural Police Protection," The Annals (Philadelphia: American Academy of Political and Social Science, 1954), p. 27.

⁴Ibid., p. 28.

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maturity alone will not bring. A force whose age is relatively low will probably have more drive and energy and better esprit de corps than one whose average age is higher. In a force which recruits young men before they have established themselves in another vocation the turnover rate will probably be smaller because younger men without training in other fields are less likely to be enticed into private industry.⁵

It is recommended that the relatively young recruit be, "Well trained and later assigned with a well qualified and mature fellow officer for a considerable period of time under strict supervision."⁶ Maximum age limits are a matter of considerable debate. Table I shows wide variation in the maximum age range of state law enforcement agencies in the United States. Age 30 or below is generally considered best for two reasons. First, if a man has not become definitely established in life work at 30 years of age or over, it may possibly be an indication that he will not become too well established in any line of work. Second, and perhaps more important, age must be considered in relation to retirement. The last few years of service might be of reduced efficiency due to age, and it might be necessary to find some type of light duty, thus reducing over-all departmental efficiency and morale.⁷

⁵Municipal Police Administration, op. cit., pp. 147-148.

⁶Robert A. Lothian, "Operation of A Police Merit System," The Annals (Philadelphia: American Academy of Political and Social Science, 1954), p. 97.

⁷Richard L. Holcomb, Selection of Police Officers (Iowa City, Iowa: Bureau of Public Affairs, 1946), pp.8-10.

TABLE I

STATE POLICE ENTRANCE REQUIREMENTS AND SELECTION PROCEDURE*

AGE										
Minimum	21	22	23	24	25	None	Total			
No. States Requiring	30	2	7	1	6	1	47**			
Maximum	26	27	29	30	31-34	35	40	45	None	Total
No. States Requiring	1	1	4	7	8	15	6	4	1	47
HEIGHT										
Minimum	5'8"	5'9"	5'10"	6'	None	Total				
No. States Requiring	13	13	19	1	2	48				
Maximum	Under 6'4"	6'4"	6'4"	6'5"	6'6"	Proportionate to Weight	None	Total		
No. States Requiring	4	14	1	2	3	19	43			

*International Association of Chief's of Police, Compilation of Comparative Data, State and Provincial Law Enforcement Agencies (n.p.: State and Provincial Section, 1957), pp. 1-88.

**Data incomplete in some categories. Not obtained by IACP prior to publication.

TABLE I (Continued)

<u>WEIGHT</u>									
<u>Minimum</u>	<u>140</u>	<u>150</u>	<u>155</u>	<u>160</u>	<u>165</u>	<u>180</u>	<u>Proportionate to Height</u>	<u>None</u>	<u>Total</u>
No. States Requiring	3	11	4	8	3	1	11	2	44
<u>Maximum</u>	<u>190</u>	<u>210</u>	<u>220</u>	<u>224</u>	<u>230</u>	<u>240</u>	<u>Proportionate to Height</u>	<u>None</u>	<u>Total</u>
No. States Requiring	1	1	3	2	1	2	24	13	47
<u>EDUCATION</u>									
	<u>High School</u>	<u>High School or Equivalent</u>	<u>2 Yrs. High School or Equivalent</u>	<u>None</u>	<u>Total</u>				
No. States Requiring	26	19	1	1	47				
PHYSICAL EXAMINATION	Required by 48 states.								
I.Q. EXAMINATION	Required by 40 states. Not required by 8 states.								
PSYCHOLOGICAL EXAMINATION	Required by 13 states. Not required by 25 states.								
ORAL EXAMINATION	Required by 46 states. Not required by 2 states.								
PHYSICAL AGILITY TEST	Required by 34 states. Not required by 14 states.								
BACKGROUND INVESTIGATION CONDUCTED BY STATE POLICE ORGANIZATION	Required by 48 states.								

3

Height and weight requirements. Height and weight requirements are due to various ideas concerning the relative psychological effect of the size of the police officer on the people he is dealing with. Chief O. W. Wilson says, "A small man is at a disadvantage in dealing with a crowd and with an unruly individual," and goes on to add that the larger man has better powers of observation in a crowd, and that size tends to instill a respect not felt for the small man.⁸ It is a recommended policy to establish a maximum height to rule out abnormally great height resulting from glandular disorder. Referring to Table I, of the forty-three states providing data on this subject, less than half of them have a maximum height requirement. Determination of weight limits is based on reasoning similar to that in determining height. Many of the states, as shown in Table I, have a minimum limit, but a total of thirty-seven do not state a definite maximum. A general concept in the determination of weight limits is that weight should be proportionate to height.

Educational requirements. Educational requirements in state law enforcement organizations are, with two exceptions, standardized and require a high school diploma. What exactly constitutes a high school diploma is a subject of

⁸O. W. Wilson, Police Administration (New York: McGraw-Hill Book Company, 1950), p. 338.

sharp division. A large number of servicemen who did not complete high school have taken the General Educational Development Test, given under the sponsorship of the United States Armed Forces Institute. With passing certificates on this, they then made application to their local or state boards of education, and were granted high school diplomas. Similar tests have been given to others who did not finish high school, and diplomas granted as a result of passing scores.⁹ Nineteen state police agencies will accept any equivalent of a high school diploma. Of the police forces which specify high school, some will accept the GED or other equivalent tests depending on the number of years of high school actually completed. The reasoning behind the high school requirement is that such an education is available to all, and that, therefore, this would not limit the number of applicants available to any great extent, and that the experience is of importance in developing the individual. Many schools and universities offer two or four year courses in police administration and related subjects. Wilson, referring to educational background says:

While university training will not make a competent person of one with an inferior intellect or who is otherwise deficient, when all other factors are equal, the university trained man is better qualified than the one who lacks this experience.¹⁰

⁹William E. Mosher and J. Donald Kingsley Public Personnel Administration (New York: Harper and Brothers, 1941), p. 189.

¹⁰Wilson, op. cit., p. 338.

Physical characteristics. The next general requirement includes physical condition and physical ability. Physical condition refers to the state of physical health. This includes freedom from chronic disease, organic or functional impairments, or physical deficiencies, with emphasis on vision and hearing ability. All state police organizations require a thorough physical examination, generally given by a state physician. "One man, who, because of a physical condition not discovered until after he had become a full member of the department, will cost more than a large number of competent physical examination," in terms of sick leave and pay, resulting loss of manpower, and the possible necessity of light duty assignments.¹¹

"Police work demands men who possess not only intelligence and good health, but also physical agility and coordination."¹² Some form of physical ability, agility, or coordination test is used in thirty-four police organizations, as shown in Table I. One text in the field of public personnel administration indicated that there had been too much emphasis on arbitrary physical standards, pointing out that many other variables enter into the physical fitness of a candidate.¹³ In the field of police

¹¹Holcomb, op. cit., p. 13.

¹²Lothian, op. cit., p. 101.

¹³Mosher, op. cit., p. 210.

management, there seems to be little doubt that the physical ability of a candidate should have some bearing on his acceptance.

Personal background requirements. Personal background are definitely the most variable requirements. Determination of these attributes is usually on the basis of a testing program, a thorough background investigation, and generally by an appearance before some type of review or interview board. Chief Wilson has said, ". . . In police service, intellectual, emotional, and ethical qualities are more important than physical ones."¹⁴ Gathering of this data begins with the applicant's filling out an application for employment. This form covers personal statistics, places of residence, education, employment, military service, criminal or traffic record, references, et cetera. Testing, the next phase, covers a wide range of tests, as shown in Table I. The majority of state law enforcement agencies utilize some type of intelligence quotient test, designed to measure the ability to learn.

The objectives of a well designed testing program are (1) to, "select persons who will be efficient in the particular position to which they are assigned," and (2) to "select employees who possess a capacity for growth and

¹⁴Wilson, "Toward A Better Merit System," op. cit., p. 90.

development."¹⁵ These broad objectives, of necessity, include determination of the applicant's personality, a factor extremely difficult to evaluate adequately.

Personality requires more than an appraisal of personal qualities by an oral board. A procedure should be designed to discover emotional instability or immaturity and personal conflicts that make it difficult for the person to work with others.¹⁶

How to do this presents a major stumbling block. Holcomb, writing in 1946, said, "No good way of measuring emotional stability, personal adjustment, ethical standards, etc. exists. A number of tests have been devised, but, by and large, these have not been too successful."¹⁷ Wilson, in contrast to Holcomb, feels that the:

Social intelligence and some other factors that comprise the personality of the individual, however, are susceptible to measurement by means of psychological tests. Tests may be subject to error because the candidate sometimes gives the answer he believes will enhance his chances of employment instead of the true one. To meet the requirements for personnel selection, the test should require some competitive effort in order to avoid false answers. Further, the test should have demonstrated that it actually measures what it purports to test.¹⁸

Thirteen state police organizations use some method of psychological screening. Thomas W. Oglesby, writing in Police (magazine), reported on his survey to determine the number

¹⁵Mosher, op. cit., p. 349.

¹⁶Wilson, Police Administration, op. cit., p. 349.

¹⁷Holcomb, op. cit., p. 34.

¹⁸Wilson, Police Administration, op. cit., p. 349.

of **cities** utilizing a program of psychiatric or psychological **testing** of police applicants. He found that fourteen **cities** could be considered as having a formalized program using either psychologists or psychiatrists in personal **interviews**, or written tests in conjunction with personal **interviews**. All used the negative point of view in attempting to eliminate the unfit.¹⁹ Mr. A. C. Germann conducted a survey of Michigan police departments, in cities in excess of 2,500 residents, and found only three agencies utilizing psychiatric examination as part of the screening process.²⁰

All state law enforcement organizations are in accord on the subject of background investigations as a step in the determining of personal traits, and all conduct their own investigations of prospective candidates. The investigation should assist in the appraisal of the candidate's personality and social adaptability by pointing out conduct tending to show immaturity, certain kinds of negative attitudes, prejudices, and other problems inconsistent with satisfactory police service. Knowledge of ethical qualities is also gained through the background check.

Appearance before an oral interview board or board of review, of various membership composition, is a must in

¹⁹Thomas W. Oglesby, "Use of Emotional Screening in Selection of Police Applicants," Police, Vol. 2, No. 3 (January--February, 1958), pp. 49-53.

²⁰A. C. Germann, "Michigan Police Personnel Management Survey," Police, Vol. 1, No. 4 (March-April, 1957), pp.34-38.

forty-six state police units. The oral board evaluates those qualities not measured elsewhere, and supplements the written tests and the background investigation. Minor deficiencies noted which have not yet disqualified the candidate should be thoroughly checked at this time.

Citizenship and residence requirements. United States citizenship is a universal requirement. Residence requirements, by way of definition, mean that the individual applicant must have resided in the city or state of desired employment for a set period of time, ranging from one month to a year or more. Most residence requirements were established during the depression years to hold local jobs for local residents. The requirement of residence greatly restricts the number of individuals who are available, and has presented a difficult problem to many departments. It is not a major problem in state police agencies. Where the requirements do exist, they facilitate the background investigation procedure, in that the investigator will be able to gather much data within the state or local area.

Summary

An applicant for the position of state trooper or policeman must pass rigid minimum standards, and undergo a fairly rigid selection procedure. In all cases, the procedure is designed to permit the induction of the type of candidate that the organization desires. Certain of the

standards and tests are uniformly used; others, particularly those concerned with determination of personal characteristics, are widely diversified. In the next chapter, the specific entrance requirements of the Michigan State Police, and the selection procedure currently in use, will be covered.

CHAPTER V

MINIMUM ENTRANCE REQUIREMENTS AND SELECTION PROCEDURE MICHIGAN STATE POLICE

Having examined police selection requirements in general, let us now cover the minimum entrance requirements of the Michigan State Police. These are the basic requirements which each individual must satisfy to begin the selection process. After outlining these, the selection process will be covered in detail.

Michigan State Police Minimum Entrance Requirements

The minimum requirements for entry into the Michigan State Police are as follows:

1. Age--21 to 29 inclusive.
2. Height--5'9" and not over 6'4", stocking feet.
3. Weight--Not under 150 and not more than 220 Pounds stripped. Height and weight must be in relation to each other and to age.
4. Residence--U. S. citizenship and continuous residence in Michigan for at least six months immediately prior to making application.
5. Education--Completion of the twelfth school grade, or equivalent.
6. Reputation--Reputation must be above reproach. Applicants must have no outstanding debts, except such as are being regularly paid off. Good moral character, negative criminal record, emotional stability, coolness in emergencies, resourcefulness,

tact, alertness, willingness to be on 24-hour call and work anywhere in the state at an assigned police post.

7. Marital status--Married as well as single men will be accepted.

8. Physical condition--Applicants must have well developed and proportioned physique; have at least 20/30 vision in each eye without glasses to be corrected to 20/20 prior to appointment; normal hearing; be free from any chronic disease, organic or functional condition or physical deficiencies which will tend to impair efficient performance of a Trooper's duties.

9. Agility test--Applicants should be prepared to meet the following physical agility standards within two weeks following the written examination:

- (a) Climb a rope to a height of six feet.
- (b) Standing broad jump for a distance of six feet, six inches.
- (c) Six bar chins (pull ups).
- (d) Twelve push ups.

10. Written examination--Standard intelligence and personality tests administered by the Civil Service Commission.¹

Selection Procedure

The State of Michigan Civil Service Examination Announcement (see Appendix A, Form 1) varies the wording of the minimum requirements slightly, but no basic differences exist other than that. The Announcement is the first step in the selection procedure. This announcement serves to notify those interested in the position of Trooper I that a new open competitive employment list will be established. The announcement indicates the closing date for filing

¹Michigan State Police, "Salary Schedule and Minimum Entrance Requirements" (East Lansing: Personnel Office, 1957), pp. 1-2. (Mimeographed.)

1

application to take the written examination, and also the date of that examination. Applications for examination are accepted only after the public announcement.

Application. After the public announcement has been made, interested persons must make out and file the Michigan State Civil Service Application (see Appendix A, Form 2). The instructional cover sheet on the form explains in detail what information must be included. Applications are filed with the Civil Service Commission, and may be rejected if the applicant does not meet the basic requirements, or if the application was not filed on or before the closing date. Applications may also be rejected for false statement of material, disqualifying physical condition, addiction to narcotics or intoxicants, or for previous removal from state service rendering him unfit for the position applied for.

Examination. At the time the application is submitted, the applicant also fills out a Notice of Written Examination card. If the application is accepted, the Commission fills in the place, date, and time of the written examination, and mails it back to the applicant. This card serves as the admission ticket to the examination.

Weighted and unweighted factors. The examination for State Police Trooper I includes two weighted factors, each of which count fifty per cent. The first of these is the written examination, which is designed to determine the

applicant's intelligence and ability to learn. The second weighted factor, the oral interview, will be discussed later.

The selection procedure also includes the following unweighted factors: field investigation and appraisal, physical examination, fingerprint registration, and the physical agility test. Should the applicant fail to pass any of these, he will not be permitted to go further and will be eliminated from the selection process.

Agility test. Following the written examination, the applicant must be prepared to take the agility test conducted by the State Police. The agility test, which is scored on the State Police Trooper Agility Test form (see Appendix A, Form 3), is administered by members of the Police Training Bureau. In addition to the agility standards which must be met, the applicant is officially weighed and measured at this time.

District action. The files of all applicants successful so far are then forwarded to the State Police District in which the applicant resides. The files contain forms for the District to complete and return, including the Field Investigation Report on Applicant (see Appendix A, Form 4), fingerprint cards, and a voluntary withdrawal form. The District Commander forwards the applications to the officers of his District best suited to complete the

investigation. He also arranges for the Sight Screener test. The Sight Screener, an American Optical Company vision determinant device, is used in conjunction with a series of Pseudo Isochromatic plates for testing color perception; both tests to be administered early in the investigative process.

Initial interview. An initial interview is arranged, generally at the post or district headquarters office. At this time, the investigator picks up the applicant's completed State Police Trooper Questionnaire, a form for State Police use which contains basically the same information as the original Civil Service application blank. The investigator notes and records on the Field Investigation Report the applicant's demeanor, appearance, and other characteristics, and completes two fingerprint cards. At this time, the applicant is informed of the physical and academic requirements of the Recruit School and the discipline, and it is insured that he understands the duties and responsibilities of a State Police officer, including the possibility of assignment anywhere in the state.

Background investigation. After the initial interview, the investigator must interview everyone listed on the State Police Trooper Questionnaire, and all others who may give pertinent information regarding the applicant. In each case, the person interviewed is made aware of his responsibility in the selection of competent State Police officers,

and encouraged to talk freely. The substance of this information is placed either on the Field Investigation Report or on attached special reports (see Appendix A, Form 5 for sample investigation findings).

Upon completion of the investigation, the District Commander reviews, comments, and forwards the files to the Commissioner, who, in turn, reviews the files and forwards them to the Civil Service Commission.

Joint screening board. A screening board, composed of members of the Civil Service Commission and the State Police, reviews the files to determine whether the applicant passed or failed the field investigation. This determination is made on the basis of the information supplied by the field investigators, and any other factual information known to them. Those approved by the screening board are referred to the Board of Review for consideration.

Board of Review. It is arranged for the applicants to appear for an oral interview by the Board of Review. The Board is composed of one member from the State Police, one from the Civil Service Commission, and a psychologist, generally obtained through cooperation with Michigan State University or Northern Michigan College, at Marquette, when boards function in the Upper Peninsula. The Board asks routine questions concerning the applicant's prior employment, his reasons for desiring employ with the State Police

and occasionally, a judgment question to determine how the individual can express himself on a question involving thought. The psychologist, at his discretion, may administer an abbreviated Rohrschach Test, and ask other questions in an attempt to determine how the applicant may adjust to the rigors of police service, et cetera. The Civil Service member of the Board is responsible for submitting a written report of the Board's findings to the Civil Service Commission.

The Civil Service register. At the completion of all phases of tests and investigations, the Civil Service Commission compiles the individual's score based on the two weighted factors, the written examination and the Board of Review. Each individual is then ranked on a Civil Service Eligibility Register for State Police Trooper I. As needed, the State Police Commissioner requests that the Civil Service Commission certify a sufficient number of candidates to make up a Recruit School.

Physical examination. Candidates so certified are directed to report to the Police Training Bureau Recruit School, in East Lansing, at a specified time. At this time, all applicants undergo a thorough physical examination. Upon passing the physical examination, the candidate is admitted to the Recruit School.

The entire selection procedure of the Michigan State Police, from the time of announcement to the final confirmation as Trooper I is shown in Figure 2.

CIVIL SERVICE
Announcement
Application
Examination

MICHIGAN STATE POLICE
Physical Agility Test
Height and weight
Preliminary Interview
Evaluation
Sight Screener Test
Fingerprints taken
Pros and cons of job talk
Background Investigation

MICHIGAN STATE POLICE--CIVIL SERVICE
Joint screening of records
Oral Board of Review

CIVIL SERVICE
Ranks candidates
Compiles register
Furnishes names of
eligibles to State
Police on request

MICHIGAN STATE POLICE
Physical examination
Recruit School
Probationary assignment
State Police ratings
Civil Service ratings
Confirmed as Trooper I
at end of 6 months

CIVIL SERVICE
Grants full status as
Trooper I at end of
6 months

Figure 1.

THE MICHIGAN STATE POLICE SELECTION PROCESS

1

Selection Procedure Statistics

The Police Training Bureau of the State Police is responsible for the administering of various phases of the selection process, including the maintaining of progress charts on each individual who starts the process. Data was gathered from their files, for the period January 1952 to November 1957, and is presented in Table II. This table gives data pertaining to the number of applicants going through the various selection procedure phases for each Recruit School class or competitive examination, held for the purpose of compiling a Civil Service eligibility register.

Several changes were made in the selection procedure, leading up to the one just covered. The changes all occurred in November 1955, and were designed to facilitate the selection process, and to produce more able candidates. The composition of the Board of Review was changed from two Civil Service members and three State Police members to the present three man board. The height requirement was lowered from 5'10" to 5'9". The agility test was introduced, and the Sight Screener device was used for the first time. Also at this time, the length of the basic Recruit School was changed from ten weeks to seven weeks, with four weeks of advanced training, which is given after six months of field training and service.

1

2

TABLE II

SELECTION PROCEDURE STATISTICS

Recruit School Class	Total No.* Applicants	Field Investigation			Oral Interview			Physical Exam			No. Enrolled Recruit School
		With- drew	Pass	Re- jected	With- drew	Pass	Re- jected	With drew	Pass	Re- ject	
Jan--Apr 52	123	0	81	42	4	51	26	1	50	0	50
Feb--Apr 54	126	0	74	52	6	51	17	2	49	0	49
Aug--Nov 54	152	17	98	37	8	60	30	4	56	0	56
Dec 54--Feb 55	168	48	79	41	9	32	38	3	26	3	26
Aug--Nov 55	119	18	73	28	3	53	17	0	50	3	54
Feb--Apr 56	852	149	532	163	10	382	140	22	285	40	152
Apr--May 56	Used Civil Service Register compiled above.--										
Sept 56**	121	3	46	72	0	32	14	--	--	--	--
Oct--Dec 56	482	5	342	135	1	144	197	10	64	1	64
Jan 57**	250	10	116	124	0	69	47	--	--	--	--
Jan--Mar 57	Used Registered compiled above.--										
Feb 57**	256	11	77	168	0	50	27	--	--	--	--
May--June 57	Used Register compiled above.--										
May 57**	199	7	87	104	3	58	26	--	--	--	--
July--Sept 57	Used Register compiled above.--										
Oct--Nov 57	Used Register compiled above.--										

*Total number of applicants who passed initial Civil Service written examination.

**Examination given to compile Civil Service Register only.

Summary

The minimum entrance requirements of the Michigan State Police are the first limiting step in the selection process. The field of eligibles is reduced as requirements are placed in effect which must be met.

The selection procedure involves a mutual relationship between the Civil Service Commission and the State Police. The State Police encourage any person possessing the requisites of a good Trooper to seek employ with the Department, and the Civil Service Commission, through their publications and announcements, does likewise. The application phase and the written I.Q. test are handled by Civil Service. The State Police administer the agility test, and conduct the initial interview and a thorough background investigation. Joint boards evaluate the information and the applicant, and a Civil Service eligibility register is established. Prospective recruits are drawn from this list, and must then pass a physical examination.

The recruit must have passed all the entrance requirements and the selection procedure. We know something about him. We shall next take a close look at his background.

CHAPTER VI

BACKGROUNDS OF CANDIDATES SELECTED FOR RECRUIT SCHOOL

In the preceeding chapter, we discussed the minimum entrance requirements, and the selection procedure used by the Michigan State Police. All candidates admitted to the Recruit School have met the standards enumerated. Each candidate is an individual, and as such, his personal background varies. In this chapter, individual backgrounds of recruits will be studied.

In considering the individual recruit background, our objectives shall be (1) examination of general background factors, and (2) to determine what effect the recruit's background has on his subsequent success or failure in the Recruit School, and during the probationary period. The first of these objectives will be covered in this chapter.

Method of Gathering Data

No comprehensive or collected data was available at the Michigan State Police on the subject of individual background. Two possible ways of collecting this information existed. First, each individual to be studied could be contacted personally, either by interview or by using a questionnaire. This method was deemed impractical, due to the

fact that the individuals still in service were located throughout the State of Michigan, and those who failed the school program would be virtually impossible to locate.

The method used involved the screening of each individual's record file, which is maintained by the Michigan State Police Personnel Office, at the Headquarters in East Lansing. Each individual who is admitted to the Recruit School, automatically has a file started by the Personnel Office. The files include testing results and investigatory materials accumulated during the selection procedure, Recruit School and probationary evaluation data and reports, as well as copies of Personnel Office transactions and orders affecting the individual.

Two sets of individual files are maintained; one for those who have left the Department, and one for those still on duty. Both files run consecutively; first by date of Recruit School class, and then alphabetically within that school.

Study Coverage: Time Length

The Michigan State Police, as of the session of the 1956 State Legislature, have an authorized uniformed strength of 1,155. It was determined that, by compiling data from thirteen consecutive Recruit School classes, the study would cover a total of 874 recruits. Of the 874 recruits, only 592, or 50 per cent of the total authorized strength, remained on duty with the State Police at the end of the

Recruit School and probationary periods. Additionally, during the period included by the thirteen schools, 28 January 1952 to 27 November 1957, only minor changes occurred in the selection procedure used by the State Police.

Study Coverage: Background Factors and Categories

Having determined the range of the study regarding the number of individuals to be studied, it was necessary to select certain background characteristics or factors.

The following factors were covered in the study:

1. Age
2. Marital status
3. Education
4. Military service
5. Size of area of residence
6. Occupation
7. Number of miles from the individual's home to East Lansing
8. State Police District in which the individual resided

Age. The first factor, age, was sub-divided chronologically beginning with the minimum age, age 21, and running to age 31. The maximum age limit, prior to 1955, was age 30 inclusive, however, in three cases, individuals turned age 31 after successfully completing the selection process. The possibility of this reoccurring has been

eliminated with the change in the maximum age, to age 29 inclusive.

Marital status. Marital status was divided into groups of those who were single, married with no children, married with one child, married with two, three, or four children, and those who had been married but were presently divorced. One recruit had a wife and five children at the time of entry into Recruit School, and for the purposes of this study, he was classed in the married with four children group.

Education. Education was the next general factor. Since the General Educational Development Test may be accepted by the Civil Service Commission, this became the first group, followed by high school graduates. College was divided into the number of years completed. The college less than one year group includes those who completed one or two terms, or one semester, but less than one full school year. College one, two, three, and four years refer to the completion of that number of years in college.

Military service. Military service experience was divided into groups by branch of armed service, and a none group for those with no prior military service. Military service includes only active duty time spent with the Army, Navy, United States Air Force, United States Marine Corps, and does not consider Reserve or National Guard service.

Size of area of residence. The residence factor answers the question of the size of the area where the individual resided, just prior to his entering the Recruit School. Three groups were set up. The first, rural areas, includes those areas with a population of less than 5,000. The group, urban, includes all areas over that up to the third group, urban areas over 100,000 population. Urban areas over 100,000 include such areas as Lansing, Grand Rapids, Saginaw, Detroit, et cetera, and their surrounding suburbs. For example, a resident of Grosse Pointe, a suburb of Detroit, would be classed in the urban over 100,000 group.

Occupation. In compiling data on occupation, the groups of farm, factory, business, police, other, and none were used. The category of factory includes general factory work, and other jobs where the individual was performing heavy manual labor, as in lumbering, mining, and construction work. Business included working for a business, clerks, office-type work, et cetera. The category, police, included those who had, in their prior employment, served as police officers in a city or county law enforcement agency. Individuals entering directly from the armed services or from other State employ were classed in the group of other. Those classed under the group, none, listed no previous employment on their application forms.

Miles from home and State Police District. In an effort to get an idea of where in the State the recruits were coming from, two categories were devised to show this. The first, miles from home to East Lansing, refers to the distance from the individual's home to the Recruit School at East Lansing. The other, home in State Police District, refers to which Michigan State Police District the individual's home was located in. District boundaries are shown on the State Police map, Figure 1, Chapter II, page 11.

Presentation of Data

The data was compiled on the 874 individuals who entered the thirteen recruit schools from January 1952 to November 1957. Table III presents the data in tabular form. All percentage figures were originally carried out to two decimal places, but for purposes of use in the tables have been rounded off and carried to the nearest whole number.

Data presented in Table III. Concerning age, it is interesting to note in the table, how similarly the percentages run in the 22 to 25 year old groups. Note that the percentages in this table indicate the percentage of the number of recruits in each group of the total number of recruits in the entire study. Approximately 65 per cent of the recruits were 25 years of age or less.

One-third of the recruits were single at the time of entry. At one time, the Michigan State Police required

TABLE III

RECRUIT BACKGROUND DATA: JANUARY 1952--NOVEMBER 1957

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	89	133	129	123	116	82	70	65	42	22	3	874
% of Total in Each Group	10	10	15	14	13	9	8	7	5	3	1	100
<u>MARITAL STATUS</u>	<u>Single</u>	<u>Married-0 Child</u>	<u>Married-1 Child</u>	<u>Married-2 Children</u>	<u>Married-3 Children</u>	<u>Married-4 Children</u>	<u>Married Divorce</u>	<u>Total</u>				
No. Recruits Each Group	290	144	188	153	62	19	18	874				
% of Total in Each Group	33	16	22	18	7	2	2	100				
<u>EDUCATION</u>	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College-Less than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>				
No. Recruits Each Group	93	569	52	68	60	15	17	874				
% of Total in Each Group	11	65	6	8	7	1	2	100				
<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	308	185	120	85	177	874						
% of Total in Each Group	35	21	14	10	20	100						
<u>*General Educational Development Test accepted in lieu of high school graduation.</u>							56					

*General Educational Development Test accepted in lieu of high school graduation.

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TABLE III (Continued)

SIZE OF AREA OF RESIDENCE	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>						
No. Recruits Each Group	348	280	246	874						
% of Total in Each Group	40	32	28	100						
OCCUPATION	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>			
No. Recruits Each Group	17	366	297	67	82	45	874			
% of Total in Each Group	2	42	34	8	9	5	100			
MILES FROM HOME TO EAST LANSING	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>	<u>400</u>	<u>500</u>	<u>Total</u>
No. Recruits Each Group	53	42	210	315	56	59	26	76	37	874
% of Total in Each Group	6	5	24	36	6	7	3	9	4	100
HOME IN STATE POLICE DISTRICT	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>	
No. Recruits Each Group	94	197	120	68	72	110	69	144	874	
% of Total in Each Group	11	23	14	8	8	13	8	16	100	

that all troopers be single. Had this been true at the time the study was made, the size of the study coverage would have been reduced considerably. Of the married group, 49 per cent have children.

As might be expected in the education factor, 65 per cent of the recruits had a high school education. Seventeen recruits had a college degree; ten of which were Police Administration degrees from Michigan State University. A fairly high percentage, 24 per cent, had had college experience.

Only 20 per cent of the recruits had not served in one of the branches of the armed services. Distribution, of those with military service, among the various service arms was in relative proportion to the size of each branch of service.

The size of residence factor shows a fairly even breakdown among the three groups, with some slight emphasis on the number coming from rural areas. While the State Police have state-wide authority, the majority of their policing is accomplished outside the large urban areas, and, perhaps coincidentally, the percentages in this group run accordingly.

A total of 76 per cent of the recruits had been employed on jobs falling with the groups of factory and business, just prior to their entry into Recruit School. It is interesting to note that there were 67 former police

officers, participating in the training, but very few ex-farmers.

In determining where in the State the recruits came from, the miles from home group shows the great majority lived within 150 miles of East Lansing. The District figures indicate that the recruits come from all over the State. The Detroit area, State Police District 2, where approximately 40 per cent of the State's population is located, accounted for the largest percentage of recruits. Population was again the determinant in Districts 1, 3, and 6 where large population centers are located.

Summary

In this chapter, we have seen how the study was conducted, files screened, and data tabulated into various background factors, and then into groups within the factors.

From Table III, it is possible to make certain generalizations in regard to the average recruit. He is 25 years of age or under, married, had a high school education, military service, worked in either a factory or a business, and lives 150 miles or less from East Lansing.

This is only a general picture, but with this in mind, we can proceed to look at the Recruit School, in which the individual is going to participate. By looking at what he will be going through, we will then be able to see what effect his background has on his success or failure in the Recruit School.

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CHAPTER VII

RECRUIT SCHOOL

"In the United States, police and fire departments, municipal and state, have had the longest and probably the best experience in public service training."¹ The Michigan State Police have a very fine Recruit School, and passing of the training is a prerequisite of appointment as Trooper I. This prerequisite of passing training is found in thirty-seven other state law enforcement agencies, and only ten states do not have the requirement.² In Michigan, the school lasts for seven weeks, with an additional four weeks given at a later time. Schools in other state police organizations run from two to twenty-six weeks in length.³ Let us now examine the Michigan State Police Recruit School.

Recruit School

The Michigan State Police Recruit School is directed and conducted by officers of the Police Training Bureau. Training of the recruit, in this seven week basic course, is thorough, and is designed to accomplish three purposes.

¹Fritz Morstein Marx (ed.), Elements of Public Administration (New York: Prentice-Hall, 1946), p. 571.

²Compilation of Comparative Data, op. cit., p. 37.

³Ibid.

These are:

1. The recruit gets a basic background in police subjects, and traffic enforcement.
2. The State Police get an opportunity to closely observe and evaluate the recruit.
3. The recruit gets a look at the Department, and at the duties of a State Trooper.

The recruit lives in a very military manner. After successfully passing the physical examination, he is measured for his uniforms, and issued his equipment, Recruit School uniforms, and bedding. He is assigned a bunk and a locker, and given instructions on the care and cleaning of both. Facilities he will be using include the gymnasium, swimming pool, class rooms, typing room, pistol range, dining hall, and the general Headquarters compound area. The recruit is assigned to a work group and familiarized with the rules and regulations of the School (see Appendix C). He is then ready to start the training and study.

The School Curriculum

The basic course of instruction covers a rather broad area of general police subjects. The subjects covered during this seven week period include the following:

<u>Subject</u>	<u>Hours</u>
Commissioner's opening remarks	1
Purpose of the School	1
Signing loyalty oath and other forms	2

<u>Subject</u>	<u>Hours</u>
Rules of the school	1
Inspection procedure	1
Work and group assignments	2
Notetaking	1
Traffic control	2
Report writing	16
Public speaking	4
Communications	3
Motor vehicle accident investigation	68
Personal conduct	1
Personal appearance	1
State Police Crime Lab	1
Water safety	18
Patrols	36
Character	2
State Health Lab	1
Personal combat	145
First Aid	24
Road tests (driving)	20
Administration of the Department (Tour)	20
Law of arrest	10
Law of evidence	5
Law of search and seizure	5
Constitutional law	5
Police unit movements	20

<u>Subject</u>	<u>Hours</u>
Firearms	237
Relolver qualification	4
Typewriting	100
Motor vehicle laws	27
Prosecution in accident cases	2
Problems confronting probationary Troopers	1
Post routine	2
Preparation for and graduation	6

Uniformed personnel do the majority of the instructing, however, outside specialists are called in as needed. These include the Director of the State Health Laboratory, the State Police Chaplin, et cetera.

The Recruit School Day

The typical Recruit Day begins at 5:45 in the morning. At 6:00 AM, the recruit gets a half hour of physical training in the compound area, including exercises and running. Following breakfast at 7:45, there is an inspection, each recruit standing by his bunk. At 8:00, classes begin. An hour of the law of arrest is first, followed by an hour each on motor vehicle law, public speaking, and first aid. At 1:00 PM, after lunch, the recruit alternates one hour each in the following subjects, personal combat, typing, firearms, and military drill. From 6:00 PM to 8:00 PM, the recruit has water safety, and after that a study period, with lights out at 11:00 PM. Saturday mornings are reserved

for examinations on all the week's subjects, and the afternoons for special assignments. Sunday mornings, he gets church leave, and perhaps a pass to town in the evening. Generally, the recruit gets one or two long weekend passes, running from Saturday noon to Sunday night.

Recruit School Staff Evaluation

Once a week, during the School, the staff gets together with the Personnel Officer and evaluates each Recruit. During the week, the instructors look for the following characteristics, for this weekly analysis:

1. Classroom--slouching or dozing, inattention or daydreaming, talking during class, tardiness, jitters or nervousness, failure to take notes, and chewing gum.
2. Inspection appearance and work assignment duties--shoes not polished, bed not properly made, vicinity of bunk not in order, dust on bed, not properly performing work assignment, and failure to do his share.
3. Physical activities--posture, lack of coordination, not putting forth all his effort, failure to pay attention, not taking seriously, central weakness and deficiencies, failure to keep up with others, failure to follow instructions, and playing or clowning.
4. Associated with academic phases--poor grades, spelling, and notebook.
5. General and miscellaneous items--general appearance, neatness and cleanliness, interest, effort,

friendliness, aggressiveness, ability to get along with others, superiority or inferiority complex, immaturity, attitude, self confidence, smart aleck, cockiness, exhibitionism, undue familiarity or "already in the Department" attitude, response to directions, and the use of profanity or vulgarity.

Notes are maintained on all discrepancies observed, and are inserted in each recruit's personnel folder. These notes then serve as a basis for future action and counseling.

Individual Recruit Performance

The recruit's performance in all subjects is measured, weighed, and discussed. Those recruits, who are not up to the standard, are called in to the office of the Commanding Officer of the Police Training Bureau, and counseled by him or by the School Commandant, the Assistant Commanding Officer of the Bureau. The recruit's mistakes are pointed out to him, and he is told that he must improve. If, after a day or so, he has not improved, he is again told that he must do better. Generally, at this point, the recruit decides that he is not fit for the State Police, and he resigns. Resignations must be made in person and in writing to the Police Training Bureau, with the knowledge of the Superintendent of the State Police and the Personnel Officer. Most recruits who wash out of school resign voluntarily, although some require pressure to do so. The School has the power of dismissal, and this is often used in disciplinary cases, but

it is to the recruit's personal advantage to resign rather than be dismissed. When the ex-recruit is seeking other employment, the prospective employers often contact the State Police as a reference, and the fact that the recruit resigned has less negative weight, than a dismissal.

Summary

The seven week Recruit School is a rigorous program. It is a comprehensive course in basic police subjects, physical training and conditioning, and places emphasis on traffic enforcement. During the course, the recruit is continually being evaluated by all instructors he comes in contact with. For those who survive the rigors of the School, the day arrives when they sign their oath of office, are handed their badge, and are off on the final test, their probationary period. Many recruits do not reach this stage, and fall along the wayside for a variety of reasons. In the next chapter, we shall look at the backgrounds of those who wash out, and examine the reasons that cause them to wash out of the Recruit School program.

CHAPTER VIII

THE RECRUIT SCHOOL WASHOUT

We know, in general, what the background of the recruit is at the time he enters the Michigan State Police Recruit School. We have discussed his schooling briefly, and know that it is a rigorous program, both physically and mentally. If the recruit is not up to the standards desired, he is counseled to improve or resign. In this chapter, we shall cover the background of that individual, who is not up to the standards desired, and either resigns or is dismissed.

School Washout Background Data

In the study, covering the Recruit School classes from January 1952 to November 1957, a total of 231 individual personnel files of recruits who washed out were examined, and background data compiled. The major background factors, previously used, were again used. Background data for the School classes studied is shown in Table IV. Percentage figures in this table show the percentage of the total number of Recruit School washouts (231) found in each group.

The lowest percentage of washouts were found in the 21, 29, and 30 years of age groups. Distribution of washouts in the 23--25 and 26--28 year groups was quite even. Of the

TABLE IV

RECRUIT WASHOUT DATA JANUARY 1952--NOVEMBER 1957

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Washouts Each Group	15	24	38	33	35	22	22	21	14	7	0	231*
% Total No. of Recruit Washouts	6	11	16	14	15	10	10	9	6	3	0	100
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Child</u>	<u>Married-1</u>	<u>Child</u>	<u>Married-2</u>	<u>Children</u>	<u>Married-3</u>	<u>Children</u>	<u>Married-4</u>	<u>Married</u>	<u>Divorced</u>
No. Washouts Each Group	73	39	53	42	16	2	6	231				
% Total No. of Recruit Washouts	31	17	23	18	7	1	3	100				
<u>EDUCATION</u>												
	<u>GED**</u>	<u>High School</u>	<u>College-Less</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>
No. Washouts Each Group	31	152	14	19	9	2	4	231				
% Total No. of Recruit Washouts	13	66	6	8	4	1	2	100				

*Three individual files not available--actual washout figure 234.

**General Educational Development Test accepted in lieu of high school graduation.

TABLE IV (Continued)

<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>
No. Washouts Each Group	80	56	35	13	47	231
% Total No. of Recruit Washouts	35	24	15	6	20	100
<u>SIZE OF AREA OF RESIDENCE</u>	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>		
No. Washouts Each Group	80	82	69	231		
% Total No. of Recruit Washouts	35	36	31	100		
<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>Total</u>
No. Washouts Each Group	5	113	66	13	24	231
% Total No. of Recruit Washouts	2	49	29	6	10	100
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>
No. Washouts Each Group	13	7	64	87	8	15
% Total No. of Recruit Washouts	6	3	28	39	3	6
					7	3
					5	5
					400	500
					Total	Total
					6	231
					3	100
					69	69

TABLE IV (Continued)

HOME IN STATE POLICE DISTRICT	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>
No. Washouts Each Group	10	54	37	18	14	35	19	35	231
% Total No. of Recruit Washouts	8	24	16	8	6	15	8	15	100
REASON FOR RESIGNATION									
Reason Given By Recruit	Physical	Difficulty With PT & Pers. Combat			Academic	Other	Dismissal	Total	
No. Washouts Each Group	30	55			1	135	10	231	
% Washouts Each Group	13	24			0	59	4	100	
Actual Reason	Physical	Inadequate Physically	Academic	Loss of Interest or Poor Attitude	Other	Total			
No. Washouts Each Group	28	84	14		67	38	231		
% Washouts Each Group	12	37	6		29	16	100		

TABLE IV (Continued)

DAY OF DEPARTURE FROM RECRUIT SCHOOL									
First Week Day No.	1	2	3	4	5	6	7	Weekly Total	Cumulative Total
No. Depart Each Day	4	7	12	14	23	14	1	75	75
% Depart Each Day	2	3	5	6	10	6	.5	34	34
2nd Week Day No.	8	9	10	11	12	13	14	Weekly Total	Cumulative Total
No. Depart Each Day	11	30	17	10	6	1	0	75	150
% Depart Each Day	5	13	8	4	3	.5	0	34	68
3rd Week Day No.	15	16	17	18	19	20	21	Weekly Total	Cumulative Total
No. Depart Each Day	10	12	8	5	7	0	0	42	192
% Depart Each Day	4	6	4	2	3	0	0	18	86
4th Week Day No.	22	23	24	25	26	27	28	Weekly Total	Cumulative Total
No. Depart Each Day	1	8	4	2	6	0	1	22	214
% Depart Each Day	.5	4	2	1	3	0	.5	10	96

TABLE IV (Continued)

<u>5th Week</u>	<u>Day</u>	<u>No.</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>32</u>	<u>33</u>	<u>34</u>	<u>35</u>	<u>Weekly Total</u>	<u>Cumulative Total</u>
No. Depart	Each Day	2	3	0	0	1	0	0	0	6	220
% Depart	Each Day	1	1	0	0	.5	0	0	0	2.5	98.5
<u>6th Week</u>	<u>Day</u>	<u>No.*</u>	<u>36</u>	<u>37</u>	<u>38</u>	<u>39</u>	<u>40</u>	<u>41</u>	<u>42</u>	<u>Weekly Total</u>	<u>Cumulative Total</u>
No. Depart	Each Day	0	1	1	1	1	0	0	0	3	223**
% Depart	Each Day	0	.5	.5	.5	.5	0	0	0	1.5	100

* No recruits left Recruit School after the end of the 42nd day.

** Data on departure date was unobtainable for 8 recruits.

washouts, 32 per cent were single; 66 per cent, married. Of the total group, 66 per cent had a high school education, 13 per cent the GED equivalent, and 21 per cent had college experience. Again, only 20 per cent of the washouts had no military service. Almost half the washouts came from factory type employ; the second nearest occupation, being business, with 29 per cent of the washouts in that group. Sixty-six per cent of the washouts lived either 50 or 100 miles from East Lansing, and State Police District 2 had the highest washout percentage of 23 per cent.

Resignation Reasons

Resignation reasons fall into two categories. Each recruit, when he leaves school, must write out a letter of resignation, in which he states the reason he is leaving school. Since this reason may, or may not, be the real reason, the reason given by the recruit is the first category. The second category is the actual reason for departure.

Reason given by recruit. Table IV shows the reasons for departure from the School. Thirty recruits listed a physical disorder or ailment as the reason. Included in this category, which accounted for 13 per cent of the resignations, were such things as trouble with the eye, ankle, hernia, bad vision, knee, back, throat, stomach, skin condition, bursitis, ingrown toenail, migraine, ulcer, neck, side, leg, sinus, and tuberculosis.

A total of 24 per cent admitted that they were having trouble completing the physical training or personal combat portions of the Recruit School. Only one individual listed academic difficulty as his reason.

Since the fourth group, of other, includes 58 per cent of the resignations, it will be broken down into a bit more detail. One-third of the 135 resignations in this area were submitted for the reason that the individual felt that he was "not suited." The rest of the reasons included a variety of complaints, such as homesickness, personal reasons, didn't like the work, lost interest, wife and home problems, not enough salary, hours too long, too much like the military, and return to college or former position.

A total of ten recruits were dismissed, accounting for 4 per cent of the departures. Nine of the dismissals were for either failure to return from pass, or for simply leaving school without proper authority. The tenth dismissal was for falsification of information submitted in the application blank.

Actual reason for resignation. It was difficult to determine, with any degree of exactness, the actual reason for departure. This was due to the fact that only insufficient pencil notations appear on the recruit's service records, and much of the information gathered was obtained from Police Training Bureau personnel, who depended on their memories. As far as can be determined, 12 per cent of the

washouts were for physical reasons. Thirty-six per cent were due to inadequate physical coordination, condition, or inability to grasp the personal combat program, and 6 per cent were due to academic difficulties. Poor attitude and/or loss of interest caused 29 per cent, and miscellaneous reasons, under the group of other, accounted for 16 per cent.

It was also extremely difficult to determine how many of the resignations were voluntary, and how many were forced or pressured. Ten recruits were dismissed; of the remainder, it seemed to split almost equally in half.

Since each recruit's resignation is dated, it was possible to determine the exact number of days that he spent in the Recruit School. Recruits resigned and departed from the School almost every day of the first two weeks. At the end of the first week of instruction 34 per cent had left, and at the end of the second, a total of 68 per cent of the recruit washouts had departed. By the end of the fourth week, 96 per cent were gone, and none left after the end of the sixth week of training.

Summary

With the data provided in this chapter, it is possible to make some general statements about the Recruit School washout. He is 25 years of age or under, married, high school education, military service, worked in a factory or business, comes from 150 miles away or less, spends less

than two weeks in the Recruit School, and washes out because he proved to be inadequate physically.

These are based on percentages involving only the Recruit School washout group. Later, they will be related to the total group. In the next chapter, the State Police and Civil Service requirements for probation will be covered, and we shall see what the background is, of the Trooper who does not pass the requirements of this period.

CHAPTER IX

PROBATION AND THE PROBATIONARY WASHOUT

The recruit, who has graduated from the Michigan State Police Recruit School, is given his badge, and assigned to a Post for duty as Trooper I. He is not, however, completely "in" as a full-fledged member of the Department. He must first complete a six months period of probationary, or "on-trial" service. In this chapter, probationary service periods will be covered in general, and then the Michigan State Police and Civil Service requirements will be discussed. Following this will be data on the backgrounds of the probationary Troopers who wash out, before they are confirmed.

Probation in General

"The final test," of the new police officer, "must be trial on the job. Full advantage should be taken of the opportunity afforded by the probationary period to eliminate those who demonstrate unfitness in training and on the job."¹ Completion of training means that the new officer has satisfactorily completed the academic and physical phases of the

¹Wilson, Police Administration, op. cit., p.353.

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program, and that, in so doing, he apparently has the requisite characteristics, as evaluated by the instructional staff. Since the man on the job is what makes or breaks a police organization, he must be evaluated on the job, and necessary provisions made so that, should he prove unsatisfactory, he may be removed from the job. Also, the axiom, "Practice makes perfect," is of particular importance in the police field. Classroom instruction and practice can teach fundamental principles, rules, and methods. But since police work is so greatly concerned with dealing with people, the actual doing and working with people is one of the best ways of determining the new police officer's worth.

Only two state law enforcement agencies have no probationary period, one of these being Texas, which requires five years previous police service. Forty-six other state organizations do, the periods extending from three months to two years.² O. W. Silson, commenting on the length of the probationary period, says, "The probationary period should be for one year. Some weaknesses and incompetence may not be discovered in a shorter time; a longer period may damage morale of probationers."

During some portion of this probationary period, the new officer works with an older, experienced fellow officer.

²Compilation of Comparative Data, op. cit., p. 37.

³Wilson, Police Administration, op. cit., p. 353.

During this period, he learns areas, procedures, and techniques not readily adaptable to the recruit school classroom situation, and has a "guiding hand" available to assist and correct as needed. Forty-seven state police organizations have such a policy in effect, the length of time the probationer spends with the experienced officer varying from two weeks to two years.⁴

The probation requirement serves two useful purposes. First, it permits the evaluation of the officer on the job, and his removal, if necessary. Second, it allows him to learn on the job, under the guidance of an experienced officer.

Probation in the Michigan State Police

Probation in the Michigan State Police is, first, a requirement of the Michigan Civil Service Commission. Their Rules say, in part:

Each original appointment . . . shall be on a probationary basis for six months, which shall be regarded as a working test period. Should the employee on probation fail to render satisfactory service he may be removed by the appointing authority upon notice to both employee and the director.⁵

Probationary training requirements are further amplified by the State Police. The Superintendent is responsible

⁴Compilation of Comparative Data, op. cit., p. 37.

⁵Michigan Civil Service Commission, Rules (Lansing: Michigan Civil Service Commission, 1957), p. 32.

for their training and, at the end of the six month period, must make recommendations to the Commissioner regarding their confirmation. After briefing and orientation at his new Post, the probationary Trooper is assigned to a capable and experienced officer, who has the necessary ability to train and evaluate him. The supervising Trooper must insure that the new man is properly trained in Departmental procedures, and counseled in any problems. The supervising Trooper must also keep the Post Commander informed of the probationer's progress, ability, and attitude, maintain accurate records of this, and submit a Service Rating for Probationary Troopers, at the end of every fifteen day period (see Appendix A, Form 6). Since diversified assignments are desired and encouraged, the new Trooper will be assigned to work with more than one of his fellow officers.

Probationary Troopers, whose performance or attitude is unsatisfactory, are encouraged to do better by the Post and District Commanders. Should the progress reports indicate that this is not so, the Trooper is called in to the Superintendent's Office, at the Headquarters in East Lansing. Here, he is given the opportunity to "shape up or ship out." Generally, he is permitted to resign, although this is not so in the case of disciplinary matters where dismissal is prescribed.

A Civil Service Probationary Service Rating (see Appendix A, Form 7) must be completed at the end of the

third and sixth month of training. The Department must also recommend the continuation of the Trooper as a regular employee of the State, at this time. A Trooper, who has satisfactorily served his probationary period, is considered as having obtained full Civil Service Status, and is confirmed as Trooper I.

Probation and Individual Background

In the study, covering the Recruit School classes from January 1952 to November 1957, a total of 640 recruits graduated from the School and became probationary Troopers. The two schools, in July and October 1957, can not be covered as far as probationary washout, due to the fact that the probationary periods had not been completed. Table V, Probationary Washout Data, therefore, covers those probationary Troopers who graduated from the first eleven schools, from January 1952 to June 1957. Of the total number of Troopers covered, only twenty-five were dismissed or resigned, a probationary washout percentage of 3 per cent.

The table also shows the number of months served by the probationary Troopers, and the reasons for their departure. Due primarily to the small number of washouts, data as to the exact reason for their departure is much more exact than that given in the proceeding chapter. There was one dismissal, twenty-one forced resignations, and three of a voluntary nature. The reasons given in the written resignations were not suited, got into business, seek other

TABLE V

PROBATIONARY WASHOUT DATA JANUARY 1952--JUNE 1957*

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Washouts Each Group	2	6	3	2	1	4	0	4	3	0	0	25
% Total No. of Probation Washout	8	24	12	8	4	16	0	16	12	0	0	100
MARITAL STATUS												
	Married-0		Married-1		Married-2		Married-3		Married-4		Married	
	Single	Child	Child	Child	Child	Child	Children	Children	Children	Children	Divorced	Total
No. Washouts Each Group	6	5	7	2	4	4	0	0	1	1	1	25
% Total No. of Probation Washouts	24	20	28	8	16	16	0	0	4	4	4	100
EDUCATION												
	GED** Equiv.	High School Graduate	College-Less than 1 Year	College 1 Year	College 2 Years	College 3 Years	College 4 Years	College Total				
No. Washouts Each Group	7	15	0	1	1	0	1	1	0	0	1	25
% Total No. of Probation Washout	28	60	0	4	4	0	4	4	0	0	4	100

**General Education Development Test accepted in lieu of high school graduation.

TABLE V (Continued)

<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>
No. Washouts Each Group	7	6	3	2	7	25
% Total No. of Probation Washout	28	24	12	8	28	100
<u>SIZE OF AREA OF RESIDENCE</u>	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>		
No. Washouts Each Group	7	10	8	25		
% Total No. of Probation Washout	28	40	32	100		
<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>Total</u>
No. Washouts Each Group	0	12	3	2	6	25
% Total No. of Probation Washouts	0	48	12	8	24	100
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>Total</u>
No. Washouts Each Group	1	3	7	10	1	25
% Total No. of Probation Washout	4	12	28	40	4	100

TABLE V (Continued)

<u>HOME IN STATE</u> <u>POLICE DISTRICT</u>										
No. Washouts Each Group	1	2	3	4	5	6	7	8	<u>Total</u>	
	1	7	4	3	2	4	1	3	25	
% Total No. of Probation Washout	4	28	16	12	8	16	4	12	100	
<u>MONTHS IN STATE</u> <u>POLICE SERVICE</u>										
No. Washouts Each Group	.5	1	1.5	2	2.5	3	3.5	4	4.5	<u>Total</u>
	1	0	1	2	0	7	0	6	1	25
% Total No. of Probation Washout	4	0	4	8	0	28	0	24	4	100
<u>TYPE OF</u> <u>RESIGNATION</u>										
No. Washouts Each Group	<u>Dismissal</u>		<u>Forced</u>		<u>Voluntary</u>		<u>Total</u>			
	1		21		3		25			
% Total No. of Probation Washout	4		84		12		100			

TABLE V (Continued)

<u>REASON FOR RESIGNATION</u>							
<u>Reason Given by Washout</u>	<u>Not Suited</u>	<u>Go Into Business</u>	<u>Seek Other Employ</u>	<u>Other</u>	<u>Total</u>		
No. Washouts Each Group	5	4	11	5	25		
% Washouts Each Group	20	16	44	20	100		
<u>Actual Reason</u>	<u>Unsatisfactory Performance</u>	<u>Attitude</u>	<u>Voluntary Departure</u>	<u>Disciplinary</u>	<u>Total</u>		
No. Washouts Each Group	17	3	3	2	25		
% Washouts Each Group	68	12	12	8	100		

*Figures exclude washouts from July--September 1957 schools as probationary periods not completed.

employ, not life's work, enter the plant protection field, and friction from outside sources. Actually, twenty of the departures were due to unsatisfactory performance of duty or attitude, and two were disciplinary border-line cases, who were allowed to resign. Of those who left voluntarily, one felt that he was not suited, one lost interest, and one wanted to go into business with his father, but all had been reasonably good prospective Troopers.

Summary

Probation serves the dual purpose of training and evaluating the new police officer. Through working with an experienced officer, the probationary Trooper or police officer learns techniques and procedures, particularly in dealing with people, which can not adequately be covered in a lecture or class. In Michigan, the Civil Service Commission requires six months probationary service, and the probationary Trooper is rotated among a variety of assignments under the supervision of an experienced Trooper. During this time, he is evaluated continually, and reports on his progress submitted. Should his performance be unsatisfactory, he is counseled to improve at all levels. If this is to no avail, he is, generally, permitted to resign.

The average probationary washout, by way of generalization, is married, has a high school education, military service, worked in a factory job, comes from 50 to 100 miles away from East Lansing, spent up to four months in the

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Department, and was forced into resigning due to unsatisfactory performance of duty.

In the next chapter, an analysis of State Police Personnel practices will be made, and conclusions drawn relative to the questions posed in the first chapter.

CHAPTER X

ANALYSIS OF MICHIGAN STATE POLICE PERSONNEL PRACTICES

In the introduction to this study, it was determined that two major areas of consideration would be covered. The first area was concerned with the mechanics involved in selection, training, and probation; the second area with the background of the individual, and the effect of the background on success or failure in the training and probationary periods. This chapter will present a summation of the first area. General police selection requirements will be reviewed. Then, the Michigan State Police requirements, selection process, training, and probationary programs will be evaluated, and compared and contrasted with what other state law enforcement agencies do, and with what leading police administrators have recommended.

General Police Selection Requirements

Minimum entrance requirements are prescribed by most police organizations to enable them to get applicants and candidates who meet certain basic standards of age, height and weight, educational background, et cetera. Age, the first minimum requirement, is generally set at 21 years as the minimum, and 30 years as the maximum. This is done,

keeping in mind that it is desirable to have the individual physically and mentally fit and performing duty for the longest period of time.

Height requirements are in use primarily because it is felt that the larger individual has a psychological advantage over the smaller. Since the build and bone structure of individuals varies, it is quite common to find weight requirements stated as proportionate to height, and many medical charts are available which determine this fact.

Requiring a high school education, or the equivalent, is a fairly standard practice. It is felt that college training provides valuable experience, but would be an unrealistic requirement due to the extreme limiting effect that it would have on the number of applicants available.

Physical requirements include good health, good vision and hearing, and freedom from communicable diseases, physical abnormalities, and malfunctions. Many police departments use a test to measure physical skill or agility, feeling that police work requires a physically competent person.

Personal and other attributes required vary considerably, as do the methods used to determine these. Generally, testing is used to determine the intelligence level, and it may be used to determine, or attempt to determine, the emotional qualities of the individual. Investigation of the individual's background to determine his ethical and

moral suitability is a common practice, as is the procedure of requiring the individual to appear before a board of review for an oral interview.

Citizenship and residence conclude the general requirements. Citizenship is standard, but residence provides a matter of some debate due to the possible limiting effect on the number of candidates available.

Analysis of the Michigan State Police Entrance and Selection Requirements, Recruit School, and Probation

Earlier, the following questions were posed: (1) what are the Michigan State Police entrance requirements, (2) what procedures are involved in selection, training, and probation, and (3) how does the State Police compare in these to other state law enforcement organizations?

Minimum entrance requirements. A total of twenty-nine other states have a minimum entrance age of 21.¹ For maximum age, four states have age 29, two have less, and forty have age 30 or above.² The recommended age brackets are 21 to 30. The State Police require 21 to 29 inclusive which is in close harmony with the recommended limits.

¹Compilation of Comparative Data, op. cit., p. 17.

Note: All comparative reference data is drawn from this publication. Data is partially reproduced in Table I, Chapter IV, page 29-30. Michigan State Police entrance requirements are outlined in Chapter V, page 39-40.

²Ibid.

The lower limit for height in the State Police is 5'9", which thirteen other states require; thirteen have higher, and twenty have lower limits.³ Maximum State Police height is 6'4". Twenty-two states have no limit or require height proportionate to weight. The majority of those with limits place the limit at 6'4".⁴ The lower State Police weight is 150 pounds which ten other states require; three have lower requirements, sixteen have higher, and eleven specify proportionate weight to height.⁵ On the maximum weight, the majority of the states specify none or proportionate, which takes into account variances in build and bone structure.⁶ The State Police have a 220 pound maximum limit.

Forty-four other state law enforcement organizations require high school graduation, or the equivalent, as the State Police do.⁷ As this is a standard police requirement, no controversy exists here. Physical condition is determined in all states by a physical examination.⁸ Matters in determination of personal attributes arise during the selection procedure and will be discussed there.

Selection procedure. The selection procedure in Michigan begins with the announcement by the Civil Service

³Ibid.

⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid.

⁸Ibid.

Commission that an examination will be conducted for the position, State Police Trooper I, and that applications will be accepted. If the application is accepted, the individual takes a Civil Service I.Q. test. Forty other states utilize such a test in their selection procedure, and, since a police officer must possess the ability to learn, measurement of this is a valid requirement.⁹

The State Police enter the selection process and conduct a physical agility test, a preliminary interview, give the Sight Screener test, take fingerprints, and conduct a thorough background investigation of all applicants. A total of thirty-four states require some form of physical agility or ability test, and all conduct a background investigation of applicants. Thirteen states use some form of psychological test or interview by a psychologist, psychiatrist, or both to attempt to determine emotional, ethical, and moral qualities which are impossible for the background investigator to learn in many cases.¹⁰

Following the investigation and screening of records, the State Police conduct an oral interview board. Forty-six states conduct some form of oral interview.¹¹ Providing that the individual passes his physical exam, and ranks high enough on the Civil Service eligibility register to be selected, he is admitted to the State Police Recruit School.

⁹Ibid., p. 18.

¹⁰Ibid.

¹¹Ibid.

Recruit school. Each recruit must successfully complete a training course of seven weeks duration, conducted by the Michigan State Police Training Bureau. Thirty-seven other state law enforcement organizations require satisfactory completion of a training program, ranging in length from two to twenty-six weeks.¹² The State Police training program serves three primary purposes: (1) to give instruction in general police subjects with emphasis on traffic enforcement, (2) to permit the recruit to see what the State Police is, and (3) to permit the State Police to evaluate the recruit. Evaluation by all members of the School staff is a continual process, and recruits, who are performing unsatisfactorily in any phase of the program, are counseled to improve. Those who do not improve are permitted to resign.

Probationary period. Probation involves a trial period on the job, generally before the individual is granted full status in his position. This is particularly necessary in police work, where it is difficult in a classroom situation to see how an individual will get along with people. Forty-six states have probationary requirements, varying in length from three months to two years.¹³ The Michigan State Police require completion of six months

¹²Ibid., p. 37.

¹³Ibid.

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probation. During this period, the young Trooper is assigned to work with a number of experienced officers, who instruct, counsel, and guide. Departmental procedures and policies not readily adaptable to the classroom are stressed during this period. At the end of the probationary period, the officer is granted full Civil Service status, and returns to the School for advanced training.

Summary

The Michigan State Police have a fine reputation, and justly so when comparing their personnel program to other state law enforcement agencies, for the following reasons:

1. The State Police has a minimum and maximum age limit, set according to the standards recommended by leading police administrators. Thirty-four states do not have a maximum age of 30, as recommended.

2. The State Police has a minimum and maximum height standard as recommended. Twenty-two states have no maximum height.

3. The State Police has a minimum and maximum weight requirement. This is not necessarily a recommended practice, as long as the weight is proportionate to the height, but the defined limites of the State Police insure this.

4. The State Police require an I.Q. exam, which eight other states do not.

5. The State Police require a form of psychological examination not required by thirty-five states.

6. The State Police require an oral examination which two other states do not.

7. The State Police require a physical agility test which fourteen states do not.

The Michigan State Police standards and selection procedure are as recommended by leading police administrators. No other state law enforcement agency does anything along this line, that the Michigan State Police have not already incorporated into their procedure.

The Michigan State Police has a very fine reputation in the eyes of the people of Michigan, also. The success or failure of any police organization is, to a large extent, determined by the caliber of the individuals who make up that organization. The Michigan State Police, therefore, have a selection, training, and probationary program which produces Troopers of a caliber to continue the Department's good reputation from year to year.

In the next chapter, we shall draw conclusions based on the background data, collected for this study, and analyze the effect of the recruit's background on his success or failure in the Michigan State Police.

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CHAPTER XI

ANALYSIS OF DATA

In this part of the study, we shall consider the second major area of questioning, the individual's background. We will attempt to determine what characteristics in the background seem to have a bearing on the individual's success or failure in the Recruit School and probationary periods, and then analyze the washout rates and reasons.

Review of the Study

The procedure used in gathering data involved a screening of individual personnel records, maintained by the Michigan State Police Personnel Office. The study covered all individuals who entered the Recruit School during the period January 1952 to November 1957, a total of 874 individual recruits.

Certain background factors were selected as having possible bearing on success or failure. These included age, marital status, education, military service, size of area of residence, occupation, miles from home to East Lansing, and home in which State Police District. Groups were set up within each of the factors, and the individual files were examined and tabulated. To facilitate recapitulation of data, three tables, Tables VI--VIII, were prepared.



TABLE VI

COMPARISON OF RECRUIT SCHOOL WASHOUT BACKGROUND DATA TO
TOTAL BACKGROUND DATA JANUARY 1952--NOVEMBER 1957

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>			
Total No. Each Group	89	133	129	123	116	82	70	65	42	22	3	874			
No. Washouts Each Group	15	24	38	33	35	22	22	21	14	7	0	231			
% Washouts Each Group	17	18	30	27	30	27	31	32	33	21	0				
MARITAL STATUS															
	<u>Single</u>		<u>Married-0</u>		<u>Married-1</u>		<u>Married-2</u>		<u>Married-3</u>		<u>Married-4</u>		<u>Married</u>	<u>Divorced</u>	<u>Total</u>
	<u>Children</u>		<u>Children</u>		<u>Child</u>		<u>Children</u>		<u>Children</u>		<u>Children</u>		<u>Children</u>		<u>Total</u>
Total No. Each Group	290	144	144	188	188	153	42	16	62	19	18	874			
No. Washouts Each Group	73	39	53	53	53	42	16	6	231						
% Washouts Each Group	25	27	28	28	28	28	26	11	33						
EDUCATION															
	<u>GED*</u>	<u>High School</u>		<u>College-Less</u>		<u>College</u>		<u>College</u>		<u>College</u>		<u>College</u>		<u>College</u>	<u>Total</u>
	<u>Equiv.</u>	<u>Graduate</u>		<u>than 1 year</u>		<u>1 Year</u>		<u>2 Years</u>		<u>3 Years</u>		<u>4 Years</u>		<u>5 Years</u>	<u>Total</u>
Total No. Each Group	93	569	52	68	60	15	17	874							
No. Washouts Each Group	31	152	14	19	9	2	4	231							
% Washouts Each Group	33	27	27	28	15	13	25	97							

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TABLE VI (Continued)

<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>
Total No. Each Group	308	185	120	84	177	874
No. Washouts Each Group	80	56	35	13	47	231
% Washouts Each Group	26	30	29	16	27	
<u>SIZE OF AREA OF RESIDENCE</u>	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>		
Total No. Each Group	348	280	246	874		
No. Washouts Each Group	80	82	69	231		
% Washouts Each Group	24	29	28			
<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>
Total No. Each Group	17	366	297	67	82	45
No. Washouts Each Group	5	113	29	6	10	4
% Washouts Each Group	29	31	10	9	12	9

TABLE VI (Continued)

<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>	<u>400</u>	<u>500</u>	<u>Total</u>
Total No. Each Group	53	42	210	315	56	59	26	76	37	874
No. Washouts Each Group	13	7	64	87	8	15	11	17	6	231
% Washouts Each Group	25	17	31	28	14	25	42	22	16	
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>	
Total No. Each Group	94	197	120	68	72	110	69	144	874	
No. Washouts Each Group	19	54	37	18	14	35	19	35	231	
% Washouts Each Group	20	27	31	27	19	32	28	24		

*General Educational Development Test accepted in lieu of high school graduation.

TABLE VII

COMPARISON OF PROBATIONARY WASHOUT BACKGROUND DATA TO BACKGROUND DATA
OF TOTAL BEGINNING PROBATIONERS JANUARY 1952--JUNE 1957

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
Total No. Begin Prob. Each Group	74	109	91	90	81	60	48	44	28	15	3	643
No. Prob. Washouts Each Group	2	6	3	2	1	4	0	4	3	0	0	25
% Washout Each Group	3	6	3	2	1	7	0	9	11	0	0	
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Married-1</u>	<u>Married-2</u>	<u>Married-3</u>	<u>Married-4</u>	<u>Married</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Divorced</u>	<u>Total</u>
Total No. Begin Prob. Each Group	217	105	135	111	46	17	12	12	17	12	643	
No. Prob. Washouts Each Group	6	5	7	2	4	0	1	25				
% Washout Each Group	3	5	5	2	9	0	8					
<u>EDUCATION</u>												
	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College-Less than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>College Total</u>				
Total No. Begin Prob. Each Group	62	417	38	49	51	13	13	643				
No. Prob. Washouts Each Group	7	15	0	1	1	0	1	25				
% Washout Each Group	11	4	0	2	2	0	8	100				

TABLE VII (Continued)

<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>
Total No. Begin Prob. Each Group	228	129	85	71	130	643
No. Prob. Washouts Each Group	7	6	3	2	7	25
% Washout Each Group	3	5	4	3	5	
<u>SIZE OF AREA OF RESIDENCE</u>	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>		<u>None</u>	<u>Total</u>
Total No. Begin Prob. Each Group	268	198	177			643
No. Prob. Washouts Each Group	7	10	8			25
% Washout Each Group	3	5	5			
<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>Total</u>
Total No. Begin Prob. Each Group	12	253	268	61	72	643
No. Prob. Washouts Each Group	0	12	3	2	6	25
% Washout Each Group	0	5	1	3	8	5

TABLE VII (Continued)

<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>	<u>400</u>	<u>500</u>	<u>Total</u>
Total No. Begin Prob. Each Group	40	35	146	228	48	44	15	59	51	643
No. Prob. Wash- outs Each Group	1	3	7	10	1	2	1	0	0	25
% Washout Each Group	3	9	5	4	2	5	7	0	0	
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>	
Total No. Begin Prob. Each Group	75	143	83	50	58	75	50	109	643	
No. Prob. Wash- outs Each Group	1	7	4	3	2	4	1	3	25	
% Washout Each Group	1	5	5	6	3	5	2	3		

*General Educational Development Test accepted in lieu of high school graduation.

TABLE VIII

COMPARISON OF WASHOUT PERCENTAGES TO TOTAL PER CENT IN EACH CATEGORY

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
Total % Recruits In Each Group	10	15	15	14	13	9	8	7	5	3	1	100
% Recruit School Washout Each Group	17	18	30	27	30	27	31	32	33	31	0	
% Probationary Washout Each Group	3	6	3	2	1	7	0	9	11	0	0	
Cumulative Washout % for Each Group	20	24	33	29	31	34	31	41	44	31	0	
MARITAL STATUS	<u>Single</u>	<u>Married-0</u> Children		<u>Married-1</u> Child	<u>Married-2</u> Children		<u>Married-3</u> Children		<u>Married-4</u> Children		<u>Married</u> Divorced	<u>Total</u>
Total % Recruits In Each Group	33	16		22	18	7		2		2		100
% Recruit School Washout Each Group	25	27		28	28	26		11		33		
% Probationary Washout Each Group	3	5		5	2	9		0		8		
Cumulative Washout % for Each Group	28	32		33	30	35		11		41		

100

TABLE VIII (Continued)

<u>EDUCATION</u>	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College-Less than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>
Total % Recruits In Each Group	11	65	6	8	7	2	2	100
% Recruit School Washout Each Group	33	27	27	28	15	13	25	
% Probationary Washout Each Group	11	4	0	2	2	0	8	
Cumulative Washout % Each Group	44	31	27	30	17	13	33	
<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>		
Total % Recruits In Each Group	35	21	14	10	20	100		
% Recruit School Washout Each Group	26	30	29	16	27			
% Probationary Washout Each Group	3	5	4	3	5			
Cumulative Washout % Each Group	29	35	33	19	32			

TABLE VIII (Continued)

<u>SIZE OF AREA OF RESIDENCE</u>	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>			
Total % Recruits In Each Group	40	32	28	100			
% Recruit School Washout Each Group	24	29	28				
% Probationary Washout Each Group	3	5	5				
Cumulative Washout % Each Group	27	34	33				
<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
Total % Recruits In Each Group	2	42	34	8	9	5	100
% Recruit School Washout Each Group	29	31	10	9	12	9	
% Probationary Washout Each Group	0	5	1	3	8	5	
Cumulative Washout % Each Group	29	36	11	12	20	14	

TABLE VIII (Continued)

<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>	<u>400</u>	<u>500</u>	<u>Total</u>
Total % Recruits In Each Group	6	5	24	36	6	7	3	9	4	100
% Recruit School Washout Each Group	25	17	31	28	14	25	42	22	16	
% Probationary Washout Each Group	3	9	5	4	2	5	7	0	0	
Cumulative Washout % Each Group	28	26	36	32	16	32	49	22	16	
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>	
Total % Recruits In Each Group	11	23	14	8	8	13	8	16	100	
% Recruit School Washout Each Group	20	27	31	27	19	32	28	24		
% Probationary Washout Each Group	1	5	5	6	3	5	2	3		
Cumulative Washout % Each Group	21	32	36	33	22	37	30	27		

Conclusions as to the Effect of Background Factors

It is possible to draw conclusions relative to the effect of an individual's background on his subsequent success or failure in the training and probationary periods.

Age. Recruits age 21-22 were the most successful in the sense that the lowest percentage washed out. The exceptions to this were the three individuals who were age 31, however, this is not a significantly large enough group to draw valid conclusions. Ages 23--30 had fairly uniform washout rates, ranging from 27 to 33 per cent.

In probation, ages 28 and 29 apparently had more trouble than the other age groups. The most successful age group in both school and probation was the 21 year old group.

Marital status. The fact that an individual is married or single has little effect on his success or failure. This is evidenced by the lack of difference in the washout percentages. Single washouts totaled 28 per cent, the entire married group averaged 31 per cent.

The reader, with a sociological frame of reference, might be interested in explaining why, in the married group, those with four children had the lowest washout rate of 11 per cent, while those with three children had the highest per cent of 35. The washout rate of those who were married and divorced, a total of 41 per cent, definitely seems to indicate possible individual stability problems in this group.

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Education. Of particular importance in the education factor is the high percentage of washouts in the GED group. It is apparent that, while this test may show that the individual has the knowledge of a high school graduate, it does not indicate the background he might have received had he actually gone through four years of high school.

Those with college experience do somewhat better than those with just a high school education. The washout rate for those with college experience is 25 per cent, as contrasted with 31 per cent for those with high school. It is interesting to note that the highest washout rate in those with college experience is in the group of those who have completed four years of college.

Military service. No significant difference exists in this factor. Those with military service had a total washout rate of 30 per cent. Those with no military service had a 32 per cent rate.

Those with Marine Corps service did significantly better than their brethren-in-arms, who served in the Army, Navy, or Air Force. The greater discipline and emphasis on physical condition in the Marines suggests a possible reason for this.

Size of area of residence. The residence factor showed only slight importance. Those from rural areas, population of 5,000 or less, have a 6 per cent better chance of NOT washing out than those from the urban areas.

Occupation. Quite significantly, in the occupation factor more than one-third of the largest group, in the study, washed out. Forty-two per cent of all recruits were in the factory category, which included factory work, unskilled, and manual laborers. Of this group, 36 per cent washed out.

Only slight differences occurred in the other groups, although it is interesting to note that 12 per cent of the former police officers washed out. Farmers were very successful in the probationary phase.

Miles from home and State Police District. Only one primary conclusion may be drawn from the data on these factors, and that does not truly concern the effect of background. A total of 77 per cent of all recruits lived 150 miles or less from the Recruit School at East Lansing. Here also it is significant that where the recruit comes from in the State has little effect on his success or failure. This is true with one unexplainable exception, namely, in the 300 miles from home group, where 49 per cent washed out.

The recruit with the least chance of failure. From the data, we can arbitrarily pick out certain background characteristics with the lowest washout rates. On the basis of these rates, these characteristics should be found to a varying extent in the successful candidates. These are as follows:

1. Age 21
2. Married with four children.
3. Completed three years of college.
4. Served in Marine Corps.
5. Lived in a rural area.
6. Worked in a business.

It would naturally be impossible to find all of these in one individual, but statistically, these characteristics had the lowest washout rates in both the training and probationary periods combined.

Washout Reasons

By way of review, we are concerned with the reasons, actual and those given, for resignation from Recruit School and probation, in earlier chapters.

Actual resignation reason. In the School, 12 per cent of the resignations were actually for some physical disorder, which had been caused in the School, not discovered in the physical examination, or not listed in the medical history form at the time the physical exam was conducted. Whether or not any of these individuals could have been eliminated prior to the commencement of training is questionable.

Thirty-six per cent proved to be inadequate physically, and unable to complete the physical training or lacking in the coordination or the heart to complete the personal combat phases. The only test measuring this ability prior to entry in the School is the physical agility test.

Six per cent of the recruits proved unable to make the academic grade. This does not seem unusually high.

Loss of interest or poor attitude accounted for 29 per cent, and the miscellaneous category had 16 per cent. These are more or less the catch-all groups, and include anyone who seems unfir for police work.

Forced or voluntary resignations. Those resignations which were forced, and those which were voluntary, were split almost equally in half. Half of the recruits were found lacking by the State Police, and the other half felt that the State Police life was not for them. Since this is partially the purpose of the Recruit School, this would seem to be a logical breakdown.

Amount of time in school. Of the Recruit School wash-outs, 68 per cent had left at the end of the first two weeks of training, and 98 per cent were gone at the end of four weeks. In terms of saving money and providing more individualized instruction, it would seem to be desirable to somehow increase the number of washouts in the first week. Extreme emphasis on the physical training and personal combat phases would probably have this effect. This might unwisely knock out some, who by virtue of their employment prior to entering the School, were not in good physical condition, and who might prove to be outstanding Troopers.

Probationary washouts. The reasons for probationary washout were primarily, in 88 per cent of the cases, due to unsatisfactory performance of duty, poor attitude, or for disciplinary reasons. Washouts for these reasons could occur at any point in the six months probationary period, and it would seem to be better not to attempt to speed up this weeding out process.

Variance in Washout Rates

Recruit School washout percentages range from 18 per cent to 42 per cent, but average 27 per cent over the thirteen school period. In the International Association of Chief's of Police, Compilation of Comparative Data, thirteen state police organizations reported a washout rate of 5 per cent or less, seventeen had between 6 and 20 per cent, three were between 21 and 30 per cent, and five were in the 31 to 45 per cent bracket. This means that at least thirty states had a lower washout rate than the Michigan State Police. This might be indicative of the fact that the State Police make more use of the training program as a screening-out device than do other states.

Table IX presents data showing the variance in washout rate from school to school. On the basis of this table it is possible to draw some conclusions. The first of these concerns the Civil Service eligibility register. When it is compiled for the position Trooper I, it generally contains more names than will actually be selected for a particular

TABLE IX

WASHOUT RATE BY RECRUIT SCHOOL CLASS JANUARY 1952--NOVEMBER 1957

Recruit School Class	Number Begin Recruit School	Number Recruit School Washouts	Number Recruit School Graduates	% of Recruit Washouts	Number of Probation Washouts	Number Confirmed As State Troopers	% of Probation Washouts
Jan--Apr 52	50	18	32	36	1	31	3
Feb--Apr 54	49	9	40	18	2	38	5
Apr--May 54	56	19	37	34	1(1)*	35	3
Dec 54--Feb 55	26	5	21	19	0	21	0
Aug--Nov 55	50	12	38	24	0	38	0
Dec 55--Feb 56	54	16	38	30	1	37	3
Feb--Apr 56	152	38	114	25	5(1)*	108	4
Apr--May 56	133	28	105	21	9	96	9
Oct--Dec 56	64	17	47	27	1	46	2
Jan--Mar 57	64	26	38	44	0	38	3
May--June 57	81	19	62	24	2(1)*	59	2
July--Sept 57	59	19	40	34	Probation not completed.	Probation not completed.	
Oct--Nov 57	36	8	28	22	Probation not completed.	Probation not completed.	
Total and Average %	874	234	640	27%	22(3)*	546	3%

*Figures in parantheses are voluntary resignations of satisfactory Troopers, and are not counted as probationary washouts.

school. A request for a certain number of names is submitted by the State Police, and those names are selected by Civil Service on the basis of numerical ranking on the list. It is therefore possible to have one school composed from the top half of the eligibility register, and the next school composed of the bottom half of the register. Additionally, individuals selected and notified to report to the School may request that their names be held in abeyance, and that they be called to a later school. These two factors can help to partially explain the variance in washout rate.

The February and April 1954 classes were drawn from one eligibility register. The top part of the register in the February class shows a lower School washout rate of 18 per cent, while the bottom half of the register has the higher rate of 34 per cent. Those candidates with the higher Civil Service ranking would then seem to be doing better than those with the lower ranking. The same explanation holds true for the August and December 1955 classes, and the October 1956 and January 1957 classes as far as recruit School washout is concerned. One complete register was used in the classes of January 1952, December 1954, and May 1957. As a result, these schools reflect a higher washout percentage rate.

The two large schools of February and April 1956 present a slightly different problem. A crash-type

recruiting program had taken place after the State Legislature had authorized 200 additional Troopers, and the emphasis was on getting the new recruits out on the road. One Civil Service register was used for both schools, but the first class has a 25 per cent washout rate, and the second had only a 21 per cent rate. This reverses the picture previously established, and can perhaps be explained by the pressure on the School staff, both by the unusually large numbers of recruits making evaluation difficult, and by the pressure to get the recruit training completed.

In the July 1957 class, recruits were drawn from three Civil Service registers yielding a high school washout rate. In the last class, October 1957, the top half of a register was used producing a low rate of washout.

Probationary washout rate variance. A trend, similar to that above reflecting the highs and lows of the Civil Service registers, may be established for the probationary washout rates. The rates range from 0 to 9 per cent, and average 3 per cent over an eleven school period. Two classes reflect a low and high washout rate within the average, and one group is above the average. The classes of August and December 1955 and October 1956 and January 1957 are within the average, and demonstrate the approximate halving of the Civil Service registers. In the two large schools, February and April 1956, the washout rates are 4 and 9 per cent, respectively. This reflects the fact that more

unsatisfactory recruits were passed through the School than normally would have been. One unexplainable rate variation occurs in the February and April 1954 classes where the washout rate is higher, 5 per cent, for the top half of the register, and only 3 per cent for the lower half.

In discussing the washout rates with Lieutenant William J. Ward, Commanding Officer of the Police Training Bureau, he made several observations.¹ First, he felt that the probationary sample was not large enough to get a true picture. He agreed that it was possible that the highs and lows of the eligibility registers would be reflected in the washout rates. He went on, however, to point out that individuals requesting that their names be held in abeyance for latter schools, and the fact that in many cases portions of more than one register were used, would cause discrepancies in this theory. It was also pointed out by Lieutenant Ward that there has been increased State Police command supervision of the probationary program, and that this would probably result in higher washout rates.

Summary

Certain background factors do seem to be indicative of the individual's possible success or failure in the training and probationary periods. After examination of

¹Statement by William J. Ward, personal interview, on 14 April 1958.

the washout reasons and rates in detail, conclusions were drawn as to their possible causes. The the next chapter a few procedural changes will be recommended. Questions, at this point unresolved, will be posed to serve as a possible guide for future studies, and a brief summary will be made.

CHAPTER XII

CONCLUSION

The data presented in this study represents a thorough examination of certain phases of the personnel program of the Michigan State Police. It is of value if it serves as a basis for procedural change, provides a guide for future work, or poses questions for further examination.

Recommended Procedural Changes

In view of the conclusions drawn and data examined, the following procedural changes might be made in the selection and training process of the Michigan State Police to reduce the number of washouts:

1. Lower the maximum age limit from age 29 inclusive to age 25 inclusive.

2. Require completion of four years of high school, and eliminate acceptance of General Educational Development Test results in lieu of actual completion of four years of high school, and graduation therefrom.

3. Devise a physical skills or agility test which will also measure physical stamina and courage, prior to the recruit's entry into the Recruit School.

4. Utilize a more detailed form of psychological examination, preferably a written test followed by private

consultation with a psychologist or psychiatrist, with emphasis on the positive, "will he make a good State Trooper?," approach.

5. Make the first week of Recruit School the "weeding out" week.

a. Present the Department and the Trooper's duties graphically and forcefully in such a manner that those who might later lose interest, will be inclined to do so during the first week.

b. Evaluate all recruits very closely in their performance of physical and academic responsibilities during the first week.

c. Eliminate all those who do not measure up to the desired standard before the end of the first week.

Each of these recommendations would seem to be logical, in view of the data collected and presented in this study. Each, however, presents one or more problems which bear discussion. For example, the first, second, and fourth recommendations would require the support of the State Civil Service Commission. Recommendations three and five could be accomplished by the State Police.

The first recommendation to lower the age limit to age 25 inclusive would limit the number of applicants available to some extent, but should, on the basis of the data, reduce the number of washouts. During a period of recession in the country's economy, when there is much

unemployment, there would still probably be more than enough applicants, even if the age limit were reduced. This might not be so, if times were extremely prosperous.

Four years of high school provides a background, which the mere passage of a test will not do. Eliminating acceptance of the GED Test would probably cause much controversy in educational circles. It would, according to the data, lower the washout percentages.

It is difficult to envision just what would be a fair and satisfactory test of courage and physical stamina. This is the basic difficulty with recommendation three, the devising of a test to measure courage and stamina. What would be a valid test for one, might not be so for another.

Lieutenant William J. Ward, of the Police Training Bureau, stated that the Research and Survey Division, of the State Civil Service Commission, was considering using a written psychological examination. He stated that they had made various studies on the subject, and had actually tested several, but that no action had been taken as far as field distribution and implementation of the examination went.¹ In view of this proposed effort, it would seem that recommendation number four, the utilizing of a written form of psychological examination, stood a better than average chance of soon becoming a reality.

¹Statement by William J. Ward, personal interview, on 15 March 1958.

Recommendation number five, the revising and toughening of the first week of Recruit School, also presents problems. The Recruit School staff is partially furnished by the members of the Police Training Bureau. It is necessary to call in from three to five additional Troopers from various Posts throughout the State, thus making those Posts short-handed. To step up the evaluation and observation program, would require even more additional personnel, which presents a very difficult problem. If the presentation of the Department is too graphic and too forceful, it might possibly wash out some very competent individuals, who under a gradual introduction might respond outstandingly. It, however, could be done to a certain extent, and could have the desired result of increasing the number of early washouts.

Lieutenant Arthur H. Long, Personnel Officer of the Michigan State Police, expressed the opinion that, on the whole, the Department was fairly well satisfied with the present selection procedure, and felt that there would be few changes made in the near future.²

Questions Still to be Resolved

Many conclusions and generalizations have been drawn in this study. Further validation of these through a larger and more detailed study would indeed prove valuable. A

²Statement by Arthur H. Long, personal interview, on 7 March 1958.

similar study, in a large city police department, would provide very interesting comparative material.

It might be possible to set up a point rating system for the various background factors and categories, and arbitrarily rate each new police recruit at time of entry in service. It might then be possible to predict his success or failure.

Selection procedure testing presents some problems. Is there a test, or can one be devised, which could measure an individual's interest and determination? Would it be possible to devise a test to measure physical courage and stamina?

How could the Recruit School program be set up to encourage washout early in the program, thus saving time and money?

Would any real advantages accrue to the State Police from having a one year probationary period as some police administrators recommend, or is the present six month period adequate?

These and many other questions present themselves, and may serve as guides to future studies, along these lines.

Summary

This study had attempted to present a picture of the development of the Michigan State Police personnel program, and a rather close look at four basic factors involved in police personnel. Selection procedures, and training

program, and the probationary period have been discussed in general, and then specifically in terms of how they are handled in the State Police. Backgrounds of individuals at the time they enter the State Police Recruit School were covered in a statistical study, as the fourth factor. Conclusions were drawn based on this study as to the effect of the individual's background on his success or failure in the training or probationary periods. Interpretation of the data produced recommended procedural changes and posed questions for future study. Questions may have arisen in the reader's mind, as to the conclusions or recommendations and since that is the purpose of this study, that is good.

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APPENDIX A

STATE OF MICHIGAN

CIVIL SERVICE EXAMINATION ANNOUNCEMENT

APPLICATION must be made on official blanks (Forms CS-102 and CS-103). Obtain them at any County Clerk's office (except Wayne County), or from any Michigan Employment Security Commission office, or from the offices of the Michigan Civil Service Commission, Lewis Cass Building, 320 South Walnut, Lansing. **THE APPLICATION IS PART OF YOUR EXAMINATION. ANSWER EVERY QUESTION FULLY AND CLEARLY, AS THE INFORMATION YOU GIVE WILL BE USED IN DETERMINING YOUR ACCEPTANCE OR REJECTION AND IN ARRIVING AT YOUR FINAL RATING IN THE EXAMINATION.** Use typewriter or ink.

VETERANS' PREFERENCE WILL BE GRANTED IN ACCORDANCE WITH THE RULES OF THE MICHIGAN CIVIL SERVICE COMMISSION.

Additional instructions concerning eligibility for Veterans' Preference and the establishment of citizenship will be found on the application blank.

ALL U.S. CITIZENSHIP AND RESIDENCE IN MICHIGAN for six months immediately prior to the last date for filing applications as indicated on this announcement are required unless specifically waived on this notice.

CS-238
Rev. 2/53

APPLICANTS SHOULD READ CAREFULLY ENTIRE ANNOUNCEMENT

STATE POLICE TROOPER I

SALARY RANGE: \$151.20 to \$192.00 every two weeks.

In addition to the rates of pay listed above, the State of Michigan furnishes a subsistence allowance of approximately \$75.00 per month while on duty, plus uniforms and other equipment, and necessary traveling expenses.

The salary listed above is subject to a 4% deduction for retirement.

CLOSING DATE

Applications must be postmarked or filed at the State Civil Service Commission office no later than May 30, 1956.

EXAMINATION DATE*

The written part of this examination will be given June 23, 1956.

GENERAL INFORMATION

OPEN TO MARRIED AND SINGLE MEN BETWEEN 21 AND 29 YEARS.

The purpose of this examination is to establish an open competitive employment list which will be used to fill present and future vacancies in the State Police organization.

GENERAL EDUCATIONAL DEVELOPMENT TESTS WILL BE RECOGNIZED AS EQUIVALENT TO HIGH SCHOOL GRADUATION in accordance with the administrative policies of this department. In order to receive such recognition, applicants must state on their application that they have taken or intend to take the General Educational Development tests. It is the applicant's responsibility to make sure that the Civil Service Commission is notified of the official test results not later than June 23, 1956. For further information concerning procedure to be followed to obtain this recognition, and a list of recognized examination centers, write to the Michigan Civil Service Commission at 320 South Walnut Street, Lansing, Michigan.

This written examination may also be scheduled for an evening session depending upon the number of applicants who request this consideration. Applicants wishing to be scheduled at night should insert the word "NIGHT" on the 103A application card in the space headed "Place of examination preferred".

EXAMPLES OF WORK

An employee in this class patrols highways by automobile during the day or night; issues traffic summonses, and makes arrests for violations of Michigan statutes; makes appearances in court; gives evidence in court; makes criminal and other investigations in connection with complaints and other information received; inspects places where liquor is sold for compliance with state liquor laws and rules and regulations; inspects theaters, dry cleaning plants, and other places for compliance with the state fire laws, makes reports, keeps records and acts as post information officer; and does related work. (See other side)

STATE POLICE TROOPER I

MINIMUM ENTRANCE REQUIREMENTS

This examination is open to men only, who possess the following requirements as of the closing date.

AGE: Not less than twenty-one nor more than twenty-nine as of the closing date, May 30, 1956.

EDUCATION: Graduation from high school or its equivalent.

PHYSICAL CHARACTERISTICS: Physical condition must be adequate for performance of the work as determined by an examining physician. Must have well developed and proportioned physique and must pass an agility test administered by the State Police. Height not under 5'9" nor over 6'4" in stocking feet. Weight not under 150 nor over 220 stripped. Height and weight must be in relation to each other and to age as indicated by accepted medical standards. Applicants must have at least 20/30 vision in each eye without glasses to be corrected to 20/20 with glasses prior to appointment. Normal hearing in both ears; freedom from any chronic diseases, organic or functional conditions, or physical defects which will tend to impair efficient performance of a trooper's duties.

PERSONAL AND OTHER ATTRIBUTES: Intelligence quotient equal to the high school average; good moral character; negative criminal record (criminal record includes convictions of felonies, and other offenses, such as those involving intoxication, aggravated reckless driving and extensive traffic record); willingness to accept command responsibilities in emergency situations; willingness to remain available for duty 24 hours a day and live and work anywhere in the state; favorable work records; freedom from associations or relatives which may embarrass the department; personal fitness for the position.

PARTS OF THE EXAMINATION

The examination for State Police Trooper I will include the following weighted factors:

1.	Written Test.	50%
2.	Oral Interview.	50%

The examination will also include the following unweighted factors:

1. Field Investigation and Appraisal.
2. Physical Examination.
3. Registration of Fingerprints.
4. Agility Test - Applicants should be prepared to meet the following physical agility standards within as short a time as one week following the date of the written examinations:

(a) Climb a rope to a height of six feet.

Standard gymnasium rope is used marked at one foot intervals. Starting with hands placed at approximately six feet from the floor, candidate is to climb rope to a height of six feet using arms only. Standing broad jump for a distance of six feet, six inches.

(b) From a standing position, candidate must jump forward with heels together at the start and at the completion of the jump. Measurement of distance is taken from the toe mark where the jump was started to the heel mark where the jump ended.

(c) Six bar chins (pull ups).

On a bar parallel to the floor and high enough to permit applicant to grasp, with feet free of the floor, applicant must pull himself all the way up each time he chins and come to a complete hanging position after each separate "chin".

(State Police Trooper)³

(d) Twelve push ups.

From a prone position with palms on floor beneath his chest, applicant pushes his rigid body upward to a level position by straightening his arms, then lowers rigid body until chin touches the floor, then repeat the same cycle eleven times.

NOTE: The agility test will be administered only once. Those applicants who are unsuccessful in passing this part of the examination, may reapply when the examination is again announced, providing they meet the other entrance requirements.

INSERVICE TRAINING PROGRAM

After two years of satisfactory service in the class State Police Trooper I, the employee will be promoted to the class State Police Trooper II in accordance with Civil Service rules and regulations. The salary range for the State Police Trooper II is \$177.60 to \$222.40 every two weeks.

SCOPE OF THE WRITTEN TEST

The written portion of the examination will include tests designed to determine applicants' intelligence and ability to learn.

NOTE: The required minimum rating on the written test is 70%.

EXAMINATION PROCESS

1. Applicants must file Forms CS-102 and CS-103, Application for Examination and Cards, indicating their desire to be considered for this examination.
2. The written test of mental ability will be administered at the various examination centers throughout the state. Only those applicants whose applications have been accepted will be admitted to the written test.
3. Field investigation, agility test, registration of fingerprints, and personal interviews will be conducted in various areas of the state (as number of applicants warrants,) for those persons successful in the written test.
4. Applicants successful in the written test, personal interviews, agility test and whose character is above reproach will be required to appear before the Board of Review for the oral interview, and pass a physical examination. A blood test, urinalysis and X-ray of the chest will be included in the physical examination. Draft status will be considered at the time of the oral interview in selecting applicants for the Trooper Training School. Failure to pass the physical examination or the final interview before the Board of Review will result in the applicant's name being rejected.
5. Eligibles will be certified from the employment list to the Training School as need requires.
6. If it is found, either prior to or subsequent to certification to the Trooper Training School, that any applicant is unsatisfactory in any of the UNWEIGHTED parts of the examination, his application will be rejected. In case the applicant has already received civil service status, action for his immediate dismissal shall be taken in accordance with the established civil service procedure regarding dismissals.

(See other side)

Requests for another physical examination in the event of rejection by the examining physician for causes other than height and weight will be considered by the Civil Service Commission only providing such requests are received by the Commission within five days of the date of the rejection and are accompanied by statements in writing from three medical physicians stating that the specific cause (or causes) for rejection do not exist.

TROOPER TRAINING SCHOOL

All original appointments to positions in the classified service shall be for six months' probationary period. Continuance of an individual in a position after completion of the probationary period is dependent upon satisfactory performance during the period. Individuals who receive appointments as the result of this examination will be required to successfully complete a training course at the Trooper Training School. The school will be located at the State Police Headquarters at East Lansing. Instruction at the school will last approximately seven seven-day weeks. Willingness to reside at the Headquarters during this period is required. Classroom work will consist of instruction in the theory and practice of police administration, the functions and duties of State Police Troopers, departmental rules and regulations and related subjects. Physical training, first-aid work, firearm instruction, driving instruction, military marching and related courses will supplement the classroom course work.

PLACE OF EXAMINATION

The written tests will be held at such of the State Hospitals and at such of the following examination centers as the number of applicants warrants:

Alpena	Grand Rapids	Lansing
Detroit	Houghton	Marquette
Escanaba	Ironwood	Saginaw
Flint	Kalamazoo	Sault Ste. Marie
Gaylord		Traverse City

The oral interview will be held in Lansing and such other examination centers as the number of applicants warrants. Applicants notified to appear for the oral interview must pay their own expenses.

Applicants will be admitted to the written tests only upon presentation of the official admission cards obtained through acceptance of application.

May 2, 1956

No. 3477 OC (72434) CCR

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INSTRUCTIONS TO APPLICANTS. . . . READ CAREFULLY

Your **EXAMINATION BEGINS NOW** with these questions. Your written answers speak for you. The information you provide will be used in arriving at your final rating. Please type or write your answers in ink.

Read each question *carefully*. Answer *all* questions. Write *clearly*.

All statements are subject to investigation. Exaggerated, false, or misleading statements are cause for rejection. Incomplete, vague, and slipshod statements will affect your rating on experience and/or training.

BE SURE you tell us the *full truth* about yourself and your background. Make use of space in item 19 to explain any of your answers. If a materially false answer is found after you are on the job, you will be dismissed. **BE SURE** to read and sign the certificate of applicant, item 23.

1. **ARREST AND CONVICTION RECORD.** If you were ever fined, or jailed, or placed on probation, or received a suspended sentence, or paid court costs, or forfeited bond or collateral for violation of any law, give the full facts of the trouble. You may omit only minor *traffic* violations. Other minor violations must be listed. Drunk driving, reckless driving, hit and run driving, and revocation of drivers license are not minor traffic violations and must be included. If you are in doubt as to whether a traffic violation not mentioned above is a major violation, list it on the application. You will be fingerprinted and investigated before being hired.

In evaluating arrest records, we consider the kind of offense, the number and recency of offenses, the penalty imposed, your age at the time, and your prior and subsequent conduct and work record. If you have been in trouble, be sure you have given us a full explanation.

The fact that you admit an arrest record does not necessarily mean that your examination will be rejected nor that you will be barred from state employment.

CHANGE OF NAME. If you ever used a name different from that shown in item 23 in this application, answer item 14(a) and list any such different name in the explanation space on page 1. A married woman's maiden name need only be listed in item 9 and in the employment record section.

FILING. No information may be added after the closing date listed on the public announcement. File your application early. Return completed CS-103 card with completed application to Michigan State Civil Service Commission, Lewis Cass Building, 320 South Walnut, Lansing, Michigan.

MORE THAN ONE EXAMINATION. (See item 1 on application.) A separate and complete application must be filed for each examination, **EXCEPT:** (a) where the examination announcement says that certain other examinations listed on that announcement may be applied for on the same application. (b) A multiple page application may be used for applying for the same examination on both an open competitive and promotional basis. If in doubt, refer to the public announcement.

TYPES OF EXAMINATIONS. (a) "Open Competitive" examinations are open to the general public; (b) "Promotional" examinations are open only to state employees who have permanent civil service status in classes announced as eligible, who are working in the departments stated on the promotional announcement, and who meet all other minimum qualifications.

CITIZENSHIP: All foreign-born applicants, and all native-born women applicants who married non-citizens of the United States between March 2, 1907, and September 22, 1922, must submit evidence of citizenship.

Foreign-Born Men - (1) Submit your final naturalization papers; or
 (2) Submit naturalization papers of one of your parents if your parents were naturalized while you were a minor, with notarized statements of two disinterested citizens verifying the relationship.
 (3) If you were born of American parents in a foreign country, submit the birth certificates of both your parents with notarized statements of two disinterested citizens verifying the relationship.

Foreign-Born Women - (1), (2) and (3) same as for men; or

(4) If you acquired your citizenship through marriage to a native-born citizen between March 2, 1907, and September 22, 1922, submit your marriage certificate; or

(5) If you acquired your citizenship through marriage to a naturalized citizen between the above dates, submit your marriage certificate

and the naturalization papers of your husband.

- (1) If you married a foreign-national between March 2, 1907, and September 22, 1922, submit naturalization papers of your husband, if he

was naturalized between these dates, or your own naturalization papers. If you submit your husband's naturalization papers, you must also submit your marriage certificate.

you have previously established your United States citizenship on a prior examination, the documentary evidence need not be submitted again.

VETERANS PREFERENCE. (See item 14 on application.) Preference is granted only on open competitive examinations. Applicants can apply for preference only at the time the application is submitted. To be eligible for preference, a person must be one of the following:

A. Veteran -- One who has served in the United States Army, Navy, Marine Corps, or Revenue Marine Service, as an active nurse in the service of the American Red Cross, or in the Army or Navy Nurse Corps, in time of war, or in any expedition of the armed forces of the United States on foreign soil, or who served under the provisions of the Selective Service Act of September 16, 1940, and who has received an honorable discharge or certificate of honorable active service.

Submit one of the following documents, showing both enlistment and discharge dates:
(1) Certificate of Honorable Discharge; (2) Certified copy of Honorable Discharge;
(3) Photostatic copy of Honorable Discharge; (4) Certificate of Honorable Active Military Service; (5) Certificate of Service; or (6) Photostatic copy of Certificate of Service.

B. Widow of deceased veteran who has not remarried --

Submit marriage certificate, husbands death certificate, and honorable discharge (same as veteran).

C. Widow of Veteran with Children under age 18 --

Submit birth certificate of veteran's children, husband's death certificate, marriage certificate, and honorable discharge (same as veteran).

D. Disabled Veteran -- A veteran who has been determined to be eligible for disability compensation from the United States through a Veterans Administrative Agency, and who has a service-connected disability.

Submit honorable discharge (same as veteran). Later you will be asked to fill out "Release of Veteran's Disability Record" form.

E. Wife of Disabled Veteran having greater than 50% disability --

Submit marriage certificate and honorable discharge (same as veteran). Later your husband must fill out "Release" as in (D).

Preference has been established on a previous examination, it is not necessary to resubmit the documents mentioned above. However, disability preference must be established for each successive examination.

F. Applicants who desire documents returned by registered mail must enclose fifty cents (50¢) postage. Otherwise, documents will be returned by regular mail at the applicant's own risk. This refers only to documents such as citizenship papers, veteran's discharge records, birth certificates and marriage certificates.

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MICHIGAN STATE CIVIL SERVICE APPLICATION

RETURN TO: LEWIS CASS BUILDING, 320 S. WALNUT, LANSING

BEFORE ANSWERING QUESTIONS, READ THE INSTRUCTION SHEET AND ANNOUNCEMENT.				CHECK BELOW THE TYPE OF EXAMINATION FOR WHICH YOU ARE APPLYING			APPLICANT LEAVE BLANK	
PLACE THE EXACT TITLE(S) OF THE EXAMINATION(S) FOR WHICH YOU ARE APPLYING IN THE SPACE BELOW.				Open Compet- itive	Promo- tional	Both	DUE REQ.NO. C.S.NO EFF.DATE PAY DEPT.	
1. Are you a United States citizen? ☐ Yes ☐ No				3. Where were you born? (Give name of city, state and country) City State Country				
2. What is the date of your birth? Month Day Year		5. What was your age on your last birthday? Years Months Days		6. For how long immediately prior to this date have you continuously been a resident of Michigan? Years Months Days		7. What is your sex? ☐ Male ☐ Female		
4. What is your marital status? ☐ Single ☐ Separated ☐ Married ☐ Widowed ☐ Divorced		9. What is the date of your marriage? Month Day Year Maiden Name _____		10. If you are or have been a married woman, was your husband born in the United States? ☐ Yes ☐ No		11. Have you ever been dismissed from any employment, either public or private? If answer is "Yes," give in item 19 the name and address of firm or governmental agency, date of dismissal, title of position at time of dismissal, and reason for dismissal. ☐ Yes ☐ No		
12. Have you ever had epilepsy or any mental or nervous condition or been a patient in an institution for treatment of such condition? If your answer is "Yes," give complete details in item 19. ☐ Yes ☐ No		13. Have you ever been dismissed from any employment, either public or private? If answer is "Yes," give complete details in item 19. State name of institution. ☐ Yes ☐ No		14. Have you ever been dismissed from any employment, either public or private? If answer is "Yes," give complete details in item 19. State name of institution. ☐ Yes ☐ No		15. Have you ever been dismissed from any employment, either public or private? If answer is "Yes," give complete details in item 19. State name of institution. ☐ Yes ☐ No		
16. Have you ever used a name different from that shown in item 23? ☐ Yes ☐ No								
17. Have you ever been arrested and convicted for other than a minor traffic offense? If your answer is "Yes," give complete details in item 19. ☐ Yes ☐ No		18. How tall are you without shoes? Feet Inches		19. What is your weight without clothes? Pounds		20. Do you advocate or hold membership in any organization which advocates the overthrow of the American form of government by force? ☐ Yes ☐ No		
21. Space for full information if answer to items 11, 12, 13, 14a, 15, or 18 is "Yes." (Indicate item number to which answers apply.)								

DO NOT WRITE IN THE SPACE BELOW

ED.	LATE	CITIZ	AGE	RES.	N.S.	N.A.	1240	FORM SENT	DATE	BY	RETURN	REG.	REGST.	POST-AGE ENCL.	INIT.
											Military				
											Natural.				

PRINT YOUR NAME AS ON SOCIAL SECURITY CARD UNLESS NAME NOW CHANGED

LAST

FIRST

MIDDLE

ON	CLASS	DEPT.	BY	DATE

EMPLOYMENT RECORD - BEGINNING WITH YOUR PRESENT OR LAST EMPLOYMENT AND CONTINUING IN REVERSE TIME ORDER. LIST AND DESCRIBE IN DETAIL IN THE SPACES PROVIDED, AND ON ADDITIONAL SHEETS IF NECESSARY, EVERY POSITION WHICH YOU HAVE FILLED SINCE THE BEGINNING OF YOUR WORK EXPERIENCE INCLUDING EXPERIENCE WHILE IN MILITARY SERVICE. IF YOU HAVE HELD TWO OR MORE POSITIONS FOR THE SAME COMPANY OR AGENCY AT DIFFERENT LEVELS OF RESPONSIBILITY WITH DIFFERENT DUTIES, LIST AND DESCRIBE THEM SEPARATELY THE SAME AS THOUGH THEY HAD BEEN FOR SEPARATE EMPLOYERS. IF PART-TIME WORK, LIST HOURS PER WEEK.

NOTE: IF YOU ARE A MARRIED WOMAN AND WERE EVER EMPLOYED IN ANY POSITION UNDER A NAME DIFFERENT FROM THAT SHOWN IN ITEM 23 OF THIS APPLICATION, GIVE, UNDER "DESCRIPTION OF YOUR WORK OR DUTIES PERFORMED" FOR EACH POSITION, THE NAME USED.

EMPLOYMENT:		TOTAL MONTHS WORKED:		(Month)		(Year)	
CLASS		Type		M.F.		M.F.	
Gen.		Spec.					
(DO NOT WRITE IN THIS SPACE)							
NAME		STREET ADDRESS		CITY & STATE		KIND OF BUSINESS	
EMPLOYER (Firm, Organization or Person)		NAME		STREET ADDRESS		CITY & STATE	
EXACT TITLE OF POSITION		STARTING, \$		FINAL, \$		SALARY OR EARNINGS	
per month		per month					
NO. OF EMPLOYEES SUPERVISED BY YOU		REASON FOR LEAVING					

EMPLOYMENT:		TOTAL MONTHS WORKED:		(Month)		(Year)	
CLASS		Type		M.F.		M.F.	
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(DO NOT WRITE IN THIS SPACE)							
NAME		STREET ADDRESS		CITY & STATE		KIND OF BUSINESS	
EMPLOYER (Firm, Organization or Person)		NAME		STREET ADDRESS		CITY & STATE	
EXACT TITLE OF POSITION		STARTING, \$		FINAL, \$		SALARY OR EARNINGS	
per month		per month					
NO. OF EMPLOYEES SUPERVISED BY YOU		REASON FOR LEAVING					

DESCRIPTION OF YOUR WORK OR DUTIES PERFORMED:

ALL TIME ☐ PART TIME ☐ IF PART TIME, GIVE NUMBER OF HOURS WORKED PER WEEK

OF EMPLOYMENT: (Month) (Year) (Month) (Year) MONTHS WORKED: (DO NOT WRITE IN THIS SPACE)					EXACT TITLE OF POSITION EMPLOYER (Firm, Organization or Person) NAME _____ STREET ADDRESS _____ CITY & STATE _____ KIND OF BUSINESS: _____		SALARY OR EARNINGS: STARTING, \$ _____ per month FINAL, \$ _____ per month																					
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DESCRIPTION OF YOUR WORK OR DUTIES PERFORMED:

OF EMPLOYMENT: M: (Month) (Year) (Month) (Year) MONTHS WORKED: (DO NOT WRITE IN THIS SPACE)					EXACT TITLE OF POSITION EMPLOYER (Firm, Organization or Person) NAME _____ STREET ADDRESS _____ CITY & STATE _____ KIND OF BUSINESS: _____		SALARY OR EARNINGS: STARTING, \$ _____ per month FINAL, \$ _____ per month																					
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DESCRIPTION OF YOUR WORK OR DUTIES PERFORMED:

(Continued on Next Page)

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PER CHECK:

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1 2 3 4 5 6 7 8

9 10 11 12

1 2 3 4 5 6 7

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Other_____

RATER:

DATE:

21. EDUCATION AND TRAINING:

Grammar School

(Circle the highest grade you completed in Grammar School)

1 2 3 4 5 6

HIGHER EDUCATION	COURSE OF STUDY	CIRCLE HIGHEST GRADE OR YEAR COMPLETED	COMPLETION DATE	DID I GRADUATE
High School - Name and Location		9 10 11 12		☐

What colleges or universities did you attend?

Name _____
 Location _____
 Major Work _____
 Dates Attended _____
 Degrees Received _____

Name _____
 Location _____
 Major Work _____
 Dates Attended _____
 Degrees Received _____

How many hours credit have you obtained from an accredited college in:

(A) Undergraduate Semester Credits? _____

(C) Undergraduate Term Credits? _____

(B) Graduate Semester Credits? _____

(D) Graduate Term Credits? _____

NOTE: Term credits are obtained in a school offering 3 twelve-week periods from September to June. Semester credits are obtained in a school offering 2 or 3 sixteen-week periods annually. If you attended more than two colleges, use additional sheets of paper and attach.

What business, trade, correspondence, or other schools did you attend (including courses while in military service)? Give name and location of school, beginning and ending dates of attendance, hours in class per week, and name of subject matter studied; _____

List any formal inservice training courses taken while employed by the State of Michigan, giving course title, year taken and subjects studied; _____

IMPORTANT: APPLICANTS PLEASE ANSWER IF APPLICABLE (SEE PUBLIC ANNOUNCEMENT).

If you are applying for a position which requires an occupational or professional license, certificate or registration list the title, number, date of issuance, date of expiration, etc.: _____

List office machines or mechanical equipment which you can operate skillfully: _____

22. CHARACTER REFERENCES: Please list three (3) persons in Michigan who are not related to you whom we may personally contact or write, who are competent to judge your character, temperate and industrious habits and who have definite knowledge of your qualifications and fitness for the position for which you are applying.

NAME	GIVE COMPLETE ADDRESS	OCCUPATION	YEARS KNOWN
A			
B			
C			

22a. GIVE YOUR LAST FORMER ADDRESS:

(Number)

(Street)

(City)

(State)

23. CERTIFICATE OF APPLICANT - Read carefully before signing.

I certify that all answers to the above questions are true and complete, and I understand that any misstatement of material facts contained in this application will cause forfeiture upon my part of all rights to any employment in the service of the State of Michigan.

SIGNATURE OF APPLICANT _____ (Sign your name here) DATE _____

MAILING ADDRESS _____ (Number) (Street) (City) (State) PHONE NO. _____

SOCIAL SECURITY NUMBER _____

STATE POLICE TROOPER AGILITY TEST

Last Name

First

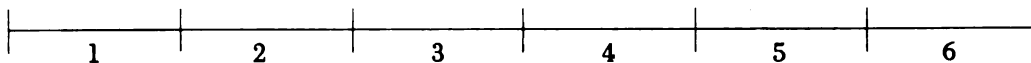
Middle

Date

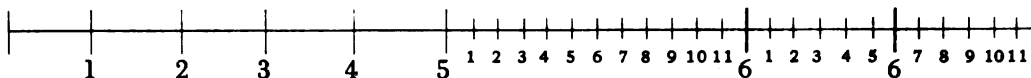
Height

Weight

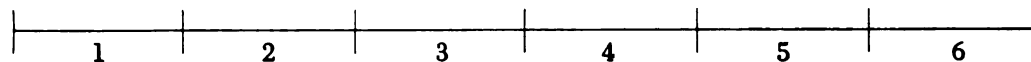
Rope Climb (six feet)



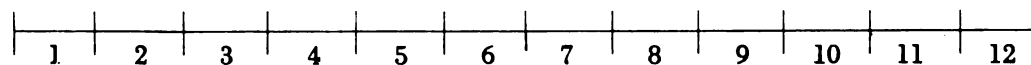
Standing Broad Jump (six feet six inches)



Bar Chin (six)



Push-ups (twelve)



Candidate

☐ Pass☐ Fail

Examiner

STATE POLICE TROOPER

CIVIL SERVICE COMMISSION

FIELD INVESTIGATION REPORT ON APPLICANT

name _____

Address _____

NOTE: UNDERLINE ANY WORD OR WORDS WHICH BEST DESCRIBE THE APPLICANT.
IF NONE IS APPLICABLE, INSERT APPROPRIATE DESCRIPTIVE TERMS.
IN ADDITION, BELOW EACH CATEGORY -- PERSONAL APPEARANCE, ORAL
INTERVIEW AND GENERAL IMPRESSION -- A SPACE IS PROVIDED FOR A
GENERAL RATING. THIS RATING SHOULD BE GIVEN AS EXCELLENT, GOOD,
FAIR OR POOR.

PERSONAL APPEARANCE:

- a) DRESS: Conservative, ordinary, collegiate, flashy, rural _____
b) FEATURES: Refined, ordinary, coarse, dissipated _____
c) NEATNESS: Well-groomed, neat, untidy, dirty _____
d) BUILD: Athletic, medium, stocky, slender, frail, fat _____
e) SKIN CONDITION: Healthy, normal, blemished (specify) _____
f) STATURE: Erect, stooped, round shouldered, other (specify) _____
g) CLEANLINESS: Hands, fingernails, skin, teeth (underline if satisfactory) _____

RATING: _____

ORAL INTERVIEW:

- a) APPROACH: Friendly, quiet, hesitant, unimpressive _____
b) HANDSHAKE: Extreme, firm, average, weak _____
c) POISE: Well-poised, lacking _____
d) VOICE: Well-modulated, clear, low, too low, loud, harsh, nasal, high-pitched _____
e) ASSURANCE: Self-confident, average, cocky, timid _____
f) NERVOUSNESS: None, slight, very nervous _____
g) ACCENT: None, foreign, regional, slight, very noticeable _____
h) TACT: Tactful, average, blunt, lacking, crude _____
i) ENTHUSIASM: Enthusiastic, average, undemonstrative, indifferent _____
j) FORCE: Forceful, sufficient, self-conceited, lacks initiative _____
k) AMENABILITY: Cooperative, self-centered, stubborn, resentful _____
l) ALERTNESS: Alert, responsive, lackadaisical, dull _____
m) MATURITY: Mature, responsible, immature, irresponsible _____
ANSWERS QUESTIONS: Definitely, inaccurately, vaguely, evasively, slowly, quickly _____

RATING: _____

STATE POLICE TROOP

Following questions and answers

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

RECORD -

be _____ Address _____

The following questions are to be answered completely on succeeding pages to be inserted, using as many as necessary, and in answering refer to each question by its number and title. (In Duplicate)

- ARREST RECORD - Any arrest record, including traffic offenses. Also any arrest record of any immediate member of the family exclusive of traffic offenses.
- CREDIT RECORD - To include present financial status and current financial obligations. Also past reputation for incurring and settling indebtedness.
- EDUCATION RECORD - To include high school, college or similar educational records, exclusive of elementary school, in regard to attendance, conduct, average grades and general characteristics as a student. Also any special school activities, such as athletics, debating, class leadership etc.
- EMPLOYMENT RECORD - To include findings from past and present employers regarding work habits and reasons for leaving any former positions.
- HEALTH RECORD - To include any findings of illnesses or injuries which might interfere with effective performance of police duties. Also any medical history of immediate family which might indicate hereditary tendencies. Likewise any contagious, infectious chronic or other disease or major illness with which any member of family may now be afflicted and the extent to which the applicant has been exposed to it.
- MARITAL STATUS - To include number of children, their ages, if a child is expected, and other persons dependent on applicant for support.
- MILITARY RECORD - If a veteran, to include type of discharge, any service disability, and if subjected to any disciplinary action. Also any present draft or reserve status.
- RECREATION - To include any particular hobbies or pastimes.
- HOME CONDITIONS - To include neighborhood, dwellings, applicant's position in dwelling, condition of home, number of occupants, etc.
- ANY ADDITIONAL INFORMATION - To include interviews with neighbors and business or personal associates.
- INVESTIGATING OFFICERS COMMENTS

INVESTIGATING OFFICER _____ DATE _____
(Signature)

VK _____ POST _____

DISTRICT COMMANDER'S COMMENTS

DISTRICT COMMANDER _____ DATE _____
(Signature)

DISTRICT _____

FIELD INFO

1. ARREST

FIELD INVESTIGATION REPORT ON APPLICANT - John James Doe, 4132 Sixth Street,
Lansing, Michigan

1. ARREST RECORD

Traffic ticket No. 1 - Reckless Driving, June 22, 1949, Lansing Police. Record shows Mr. JOHN JAMES DOE, 17 years old, was issued a ticket for Reckless Driving. He appeared in the Lansing Police Court on June 25, where he plead guilty, paid a fine of \$25.00 and court costs of \$3.35. Patrolman VERNELL DAVIS, who made the arrest, was contacted and remembered this case. He states that JOHN DOE made a right turn at a stop sign, not fully coming to a stop. Patrolman DAVIS intended to stop DOE and warn him of this procedure. However, in trying to get behind him, Mr. DOE speeded up and at one time was going 45 miles an hour in a 25 mile an hour zone in Lansing. He felt that DOE was trying to get away from him in traffic and chased him for about four blocks before pulling him over. At the time DOE states he was not trying to get away from the police and didn't realize he was driving so fast. Patrolman DAVIS doubted this statement and issued a ticket for Reckless Driving. He states this was not actually a serious offense of Reckless Driving and he would not have given him the ticket had he felt certain DOE was not trying to get away from him.

Traffic ticket No. 2 - Speeding, September 13, 1951, East Lansing Police Department. Record shows Mr. DOE was charged with speeding 35 miles an hour in a 25 mile an hour zone on Grand River Avenue, East Lansing. Arrest record shows Patrolman GEORGE DAVIS issued the ticket. Municipal Court record of JUDGE EMERY ROBINS, of East Lansing, shows JOHN JAMES DOE, aged 19, appeared before him September 14, 1951, plead guilty to the charge of speeding, paid a fine of \$2.00 and court costs of \$2.00.

Other law enforcement agencies in this area were checked and no further record was found. In addition, no record could be located for any immediate member of Mr. DOE'S family, other than traffic offenses.

Field Investigation Report on Applicant
John James Doe, 4132 Sixth St., Lansing, Mich
Page 2

2. CREDIT RECORD

The applicant and his wife own the five rooms of furniture where they now live, but rent the home. The furniture is valued at \$3200.00. He states that he owes \$250.00 on his 1955 Ford Sedan. It is financed by the Retail Credit Corporation of Lansing. Their records indicate he financed the car with them in April of 1955, borrowing \$1200.00 to be paid in 24 equal payments of \$57.00 per month. He paid as agreed each month, the balance due them is \$287.00. They classify his account as excellent. The Consumer Power Company and Michigan Bell Telephone Company, of Lansing, also report him to be an excellent credit risk, none of his payments being late. The Ingham County Credit Bureau was also checked and lists him as having a good credit rating. The American State Bank records show he has borrowed from them previously and always paid back according to contract. His rating there is excellent. He also has a small bank account of \$80.00 in savings. Mr. DOE has an account with the Standard Fuel Oil Company of Millett and their records show he pays for his oil within 30 days after delivery. They list him as an excellent credit risk. Mr. GLEN BAKER, 4139 Sixth Street, Lansing, rents of Mr. DOE. Mr. BAKER states the DOES are very desirable tenants and he would rent to them anytime. They always pay their rent of \$75.00 a month in advance.

3. EDUCATION RECORD

The applicant graduated from J.W. Sexton High School of Lansing in June of 1950. Their records show that he was in the upper one third of his class (187 students), his grade average being B minus. His attendance record was excellent and conduct excellent. Mr. CLARENCE HOGAN, the principal, remembers Mr. DOE. He states that he was a good student, well respected, never of trouble to any teachers, was secretary of his class in his senior year and played freshman basketball. However, did not compete in his junior and senior year. It was also his opinion that this department would be getting a very good candidate in JOHN DOE.

Mr. DOE also attended Michigan State University for two years and received 92 credits. His overall grade average was 1.7 (which would be a B minus or a high C plus). Mr. ROGER LINDSEY, the registrar, is forwarding a copy of his credits and grades to this office in the near future. Their records also show that he left school because of lack of funds to continue. He was not known to them personally and they could give no further information other than his records were very good.

Field Investigator
John James Doe
Page 3

4. EMPLOYMENT

Field Investigation Report on Applicant
John James Doe, 4132 Sixth St., Lansing, Mich.
Page 3

4. EMPLOYMENT RECORD

Mr. DOE is employed by the Department of Parks and Forests of the City of Lansing. His immediate supervisor, Mr. ELVIN KLUMP, states that JOHN DOE is a good employee, always on time, never complains, is always willing to do his share of work and gets along well with other employees. Mr. KLUMP states that he does not like to lose the services of Mr. DOE, but feels there is a much brighter future for him in the State Police. He spoke very highly of the applicant and believes the State Police would be getting a very good candidate for the Trooper position. Records show JOHN DOE went to work for the City of Lansing on July 9, 1954.

The applicant worked for the Lansing Dairy Company as a milkman from July 30, 1952, until July 7, 1954. Mr. HENRY HANLEY, manager of the company, states his work record there is very good. He does not know him personally, did not work too closely with him, however had heard other employees speak highly of Mr. DOE. His immediate supervisor was Mr. MICHEAL ANDERSON, of 2727 East Kalamazoo street. Mr. ANDERSON states Mr. DOE was a very good employee, always got along well with other men at the plant, was never tardy, was never absent without first notifying the plant and then only for being ill. He never objected to working extra hours and got along well with people on his route. The record at the Lansing Dairy Company shows he left to obtain better employment. Both Mr. HANLEY and Mr. ANDERSON state they would willingly give him a job at any time.

While attending Michigan State University from September 2, 1950, until July 5, 1952, Mr. DOE worked for the University in the capacity of a carpenter's helper. His immediate supervisor, Mr. T. J. FOSTER, states that Mr. DOE was a good worker, that he was anxious to put in as many hours as possible, but due to the nature of the University's carpentry work and the hours in which Mr. DOE attended school it was difficult to give him as much work as Mr. DOE wished. He averaged about 20 hours per week. His duties consisted mostly of working with the regular carpenter, Mr. HAROLD SMITH. Mr. FOSTER states that as far as he knows Mr. DOE's work was satisfactory. Mr. HAROLD SMITH became well acquainted with JOHN DOE. He states JOHN DOE was a good hard worker, never complained, looked for odd jobs to do to help out and was eager to learn the carpentry business. His duties in helping Mr. SMITH were more of a laborer than they were of a carpenter's helper. Mr. SMITH states that he would be very pleased to have JOHN DOE working with him again.

5. HEALTH RE

6. MARITAL S

7. MILITARY

8. RECREATION

9. HOME C

Field Investigation Report on Applicant
John James Doe, 4132 Sixth St., Lansing, Mich.
Page 4

5. HEALTH RECORD

The applicant and his family appear to be in excellent physical condition. His family physician, Dr. L. H. DRALL, of 511 West Tisdale, Lansing, states he has known the family and their health background for many years, that he has treated JOHN DOE for various childhood diseases and knows him to be of excellent health. He states there are no hereditary infections or contagious diseases known in the family. Dr. DRALL states he performed an appendectomy on JOHN DOE November 22, 1948. It was a successful operation with complete recovery.

6. MARITAL STATUS

The applicant married JANE DORTHY ALLEN, July 8, 1954, they have one child, a boy, CHARLES JOHN, one year old. They expect another child in April. JANE comes from a well-to-do family in Lansing. Her previous address was 221 First Street, Lansing. Her father is a respected real estate agent, her mother is a housewife. JANE worked as a secretary at the Fisher Body Company in Lansing before marriage. She seems pleased that JOHN DOE is applying for a position in the State Police. She realizes it will necessitate moving from Lansing, but she is willing to live anywhere in the state.

7. MILITARY RECORD

JOHN DOE did not serve in any military organizations. His present draft status is 3a.

8. RECREATION

Mr. DOE has a hobby of cabinet making. He has quite a complete workshop in his basement. Several items of furniture were pointed out as being made by Mr. DOE and they appeared to be of very good work. He likes to hunt and fish but states he seldom gets the time. He and his wife occasionally bowl and hold family picnics and outings. He likes being outdoors and in the woods, but again he states he has little time for this. He likes all sports and although at this time he does not participate in any except bowling, he likes to watch various ball games and athletic events.

9. HOME CONDITIONS

Their home is located at 4132 Sixth Street, Lansing, Michigan. The houses in the neighborhood are built quite close together and are of one story frame construction. The applicant's home (5 rooms), probably 40 years old, is average in the area. It is not in need of repair and is clean appearing. At the time of the interview in his home, the rooms appeared neat, except for the baby's toys, which were strewn about in each room of the house. The furniture looked new and the home indicates that Mrs. DOE is a good housekeeper.

Field Investigator
John James Doe,
Page 5

3. HOME CONDITIONS
(Cont'd)

4. ANY ADDITIONAL
INFORMATION

Field Investigation Report on Applicant
John James Doe, 4132 Sixth St., Lansing, Mich.
Page 5

9. HOME CONDITIONS
(Cont'd)

The basement was quite well straightened up, however, in Mr. DOE'S workshop there were a number of boards lying about and there were some wood shavings and sawdust on the floor. The only occupants are the applicant, his wife and child.

10. ANY ADDITIONAL
INFORMATION

Mrs. ETTA BUEHLER, living just east of Mr. and Mrs. DOE states she has known them for the last two years, the period they have lived at the home. She knows them as being a quiet, well respected couple and she gets along well with Mrs. DOE. Mrs. BUEHLER, being a widow, has called on Mr. DOE quite often to assist her in some of the heavy work in maintaining her home. Mr. DOE has always obliged and seems willing to help put up the screens, move furniture and do other odd jobs. She states she would hate to see them move because they are such nice neighbors, but she would like to see JOHN DOE become a State Policeman.

The neighbors on the west side of the DOES, Mr. & Mrs. JACK GUNELL, state they have known them the last two years. They, too, find them to be a very nice couple. They consider them as very good neighbors and close friends. They often visit back and forth. Mr. GUNELL states that JOHN DOE and his wife will occasionally have a drink in a social way, but he has never seen either Mr. or Mrs. DOE drink to any extent or to the point where it appeared they had too much. Mr. GUNELL is about 30 years old, a little older than the DOES. To him JOHN DOE appears to be matured. He has seen JOHN and JANE DOE when they have had differences, but nothing out of the ordinary, in no way violent, and they always patched up quickly. They appeared to get along well practically one hundred per cent of the time. He states DOE seems to always do his share of work in keeping up the backyard, washing the porch, shoveling snow and generally keeping the yard neat.

Mrs. HELEN CAMPBELL, living directly across the street at 4133 6th Street, states she does not know them too well, but they appear to be a quiet family. She said that Mrs. DOE has come over to the house occasionally, but seems to keep to herself or to associate principally with Mrs. GUNELL and Mrs. BUEHLER. She does not know Mr. DOE well enough to recommend him for the State Police job.

Mr. GEORGE HOLTON, 27 years old, of 1992 South Dakin Street, Lansing has worked with JOHN DOE at the Department of Forestry for the last two years. He states DOE always seems to get along well with his supervisors and the men with whom he worked. He felt that Mr. DOE would be a good candidate for the State Police Trooper position.

II. INVESTIGATION
COMMENTS

INTERVIEW WITH

1. MR. HERBERT
Herbert,
Detroit

2. WOODROW W.
Lansing
While he
he has been
very des
and the
wife and
nately
he would

3. ALLEN H.
Lansing
approx
and mot
past J
Howeve
attend
be of
church
Jane a
the DC
State

Field Investigation Report on Applicant
John James Doe, 4132 Sixth St., Lansing, Michigan
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11. INVESTIGATING OFFICERS COMMENTS This investigation has revealed a very good background for Mr. DOE. He is apparently well respected and those contacted all agree he would be a good candidate for a State Police Trooper. His father, a laborer at the Fisher Body Plant, is very anxious to get his son, JOHN, into a job where there is decent pay and a retirement system. He states he has talked at length with his son and advised him of the agreeable and disagreeable aspects of being a State Policeman. He states that JOHN is very interested, in fact would be disappointed if he was not accepted as an applicant. Mr. GEORGE HOAG, 3907 South Cedar Street, Lansing, says he has known the applicant for the last nine years, that he comes from a good family and as far as he knows, is well qualified as to disposition, build and judgment required in State Police officers.

INTERVIEW WITH REFERENCES

1. MR. HERBERT WOOD, 712 College, Grand Rapids, This reference has not been contacted. A letter has been written to the Commanding Officer of the Sixth District requesting this interview.
2. WOODROW WILSON, 327 North Holmes St., Lansing, owner and operator of the Lansing Dairy Company, states he has known him for the last twenty years. While he was not an immediate supervisor when JOHN worked for his company, he has heard from the employees and DOE'S supervisor that the latter was a very desirable employee. Mr. WILSON is better acquainted with the family and the family background than he is with JOHN. He states that he and his wife are close friends of JOHN DOE'S father and mother and they meet approximately once a week socially. He thinks very highly of the family. He states he would hire JOHN at any time for a position in his company.
3. ALLEN HORN, minister, First Lansing Church, residence 102 West Alvin Court, Lansing, Michigan. Reverend Horn has known JOHN DOE and his family for approximately twelve years. They are all members of the church. The father and mother attend regularly, but JOHN attends probably once a month. In the past JOHN has attended Sunday School classes and Junior Fellowship meetings. However, since leaving high school and going to college JOHN DOE has not attended church as regularly as before. REVEREND HORN believes JOHN DOE to be of very high character and he and the family are well respected in the church. He states further that he married JOHN AND JANE DOE two years ago, Jane and her family also attended the First Lansing Church. He also baptized the DOE'S baby. He believes JOHN DOE to be a very good candidate for the State Police position.

Michigan State Police
Uniform Division
SERVICE RATING FOR PROBATIONARY TROOPERS

Probationary Trooper _____ Post to which assigned _____

period from _____ to _____.
(to be completed by officer to whom Probationary Trooper is assigned.)

APPEARANCE

☐ genuine pride in his appearance. Always looks well groomed.
☐ presents satisfactory appearance.
☐ presents unsatisfactory appearance.
☐ careless and neglectful of appearance.

comment: _____

ATTITUDE

☐ Enthusiastic, whole hearted interest in the Department.
☐ Genuine and steady interest in all phases of the work.
☐ Average interest, sometimes indifferent, considers the work "Just a job".
☐ Often complains, unconcerned about personal or departmental success.

Other comment: _____

COURTESY

☐ courteous, tactful and well mannered.
☐ meets some requirements of common courtesy and manners.
☐ does not maintain effective relations and contacts with public.
☐ touchy, quarrelsome, antagonizes others.

comment: _____

COOPERATION

☐ Completely cooperative.
☐ Cooperates upon request.
☐ Sometimes difficult to work with.
☐ Often refuses to cooperate.

Other comment: _____

RELIABILITY

☐ without exception is dependable and responsible.
☐ rarely fulfills assignments satisfactorily.
☐ sometimes neglects assignments, needs supervision.
☐ not dependable, cannot be relied upon to complete an assignment.

comment: _____

INITIATIVE

☐ Shows considerable initiative, is very resourceful.
☐ Fairly resourceful, moderate ability to go ahead without direction.
☐ Routine worker, lacks originality and planning ability.
☐ Must be told every detail and supervised closely.

Other comment: _____

JUDGMENT

☐ consistently reflects sound evaluations of factors involved.
☐ judgment generally good.
☐ judgment often faulty, failing to consider all factors.
☐ shows inability to weigh factors, judgment hasty and erratic.

comment: _____

KNOWLEDGE

☐ Is well informed, knows most details of the work.
☐ Knows work fairly well, is trying to improve.
☐ Has limited knowledge of the work, does not adequately comprehend.
☐ Makes little or no effort to increase knowledge of job requirements.

Other comment: _____

PERSONAL HABITS

☐ neatness, personal cleanliness, conduct, leave nothing to be desired.
☐ occasionally uses profane or poor language, or is loud or boisterous.
☐ needs constant reminders to improve personal habits.
☐ poor deportment, personal cleanliness, in need of improvement.

comment: _____

PROGRESSIVENESS

☐ Is open minded and eagerly welcomes ideas and suggestions.
☐ Often proposes ideas and suggestions.
☐ Frequently objects to changes.
☐ Never proposes ideas or suggestions, opposes everything new.

Other comment: _____

QUALITY OF WORK

☐ very satisfactory and carefully completed.
☐ satisfactory, occasionally a few errors.
☐ less than satisfactory, careless and unsatisfactory.
☐ poor work, frequent errors, needs constant correction.

comment: _____

QUANTITY OF WORK

☐ Is a willing worker, does more than his share.
☐ Does all that is required.
☐ Makes little or no effort to do any extra work to help out.
☐ Makes every effort to get out of work, does his share only with direction.

Other comment: _____

Signature of Supervising Officer

Date

(over)

COMMENTS BY POST COMMANDER:

* * * * *

Signature of Post Commander

Date

COMMENTS BY DISTRICT COMMANDER:

Signature of District Commander

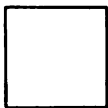
Date

574 652 THIRD MONTH _____ SIXTH MONTH _____	STATE OF MICHIGAN CIVIL SERVICE COMMISSION PROBATIONARY SERVICE RATING	THIS RATING EFFECTIVE
--	--	---------------------------------

NAME OF EMPLOYEE	EMPLOYEE NO.	CLASS TITLE	DEPARTMENT
------------------	--------------	-------------	------------



UNSATISFACTORY



CONDITIONAL



SATISFACTORY

Directions to Rater:

1. Place a check (✓) in the square which most closely represents the job performance of this employee.
2. In the spaces below explain how the employee may improve his job performance in terms of the specific skills on which he has been rated.

Work Quality may be improved by _____

Work Quantity may be improved by _____

Work Attitudes may be improved by _____

Work Habits may be improved by _____

NOTE: Either a conditional rating which is not removed within the subsequent rating period or an unsatisfactory rating will constitute sufficient reason for an employee's dismissal by the appointing authority. Unsatisfactory or conditional ratings should be specifically explained under Remarks on the reverse side of this form.

REMARKS

FOR CIVIL SERVICE USE

DISMISSED _____

RESIGNED _____

TRANSFERRED _____

LEAVE OF ABSENCE _____

PROMOTED _____

DEMOTED _____

OTHER _____

CERTIFICATION BY RATER:

I hereby certify that this report constitutes my best judgment of the service value of this employee and is based on personal observation and knowledge of his work.

SIGNATURE OF RATER _____ TITLE _____ DATE _____

SIGNATURE OF RATER'S SUPERVISOR _____ TITLE _____ DATE _____

SIGNATURE OF DIVISION HEAD (Optional) _____ TITLE _____ DATE _____

SIGNATURE OF APPOINTING AUTHORITY _____ TITLE _____ DATE _____

CERTIFICATION BY EMPLOYEE:

The employee's signature shall not be construed as meaning that he necessarily agrees with the rating, but merely that he has had the opportunity to review it with the rater.

SIGNATURE OF EMPLOYEE _____ DATE _____

CERTIFICATE BELOW TO BE FILLED IN AT END OF PROBATIONARY PERIOD

ACCEPTANCE

This is to certify that the progress of this employee has been carefully observed during probationary period and his work and development have proved satisfactory. This certification is approval of the employee gaining civil service status.

SIGNATURE OF APPOINTING AUTHORITY _____ TITLE _____ DATE _____

NON-ACCEPTANCE

This is to certify that the services of this probationary employee have proved unsatisfactory and he is being dismissed for reasons stated above under "Remarks".

SIGNATURE OF APPOINTING AUTHORITY _____ TITLE _____ DATE _____

APPENDIX B

' BACKGROUND DATA
28 JANUARY--4 APRIL 1952 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	5	8	8	6	8	3	5	4	2	1	0	50
<u>MARITAL STATUS</u>												
	<u>Single</u>		<u>Married-0</u>		<u>Married-1</u>		<u>Married-2</u>		<u>Married-3</u>		<u>Married-4</u>	
	<u>Children</u>		<u>Child</u>		<u>Children</u>		<u>Children</u>		<u>Children</u>		<u>Children</u>	
No. Recruits Each Group	18	9	9	14	4	4	3	3	0	0	2	50
<u>EDUCATION</u>												
	<u>GED*</u>		<u>High School</u>		<u>College-Less</u>		<u>College</u>		<u>College</u>		<u>College</u>	
	<u>Equiv.</u>		<u>Graduate</u>		<u>than 1 Year</u>		<u>1 Year</u>		<u>2 Years</u>		<u>3 Years</u>	
No. Recruits Each Group	7	32	32	0	0	1	1	5	2	2	2	50
<u>MILITARY SERVICE</u>												
	<u>Army</u>		<u>Navy</u>		<u>USAF</u>		<u>USMC</u>		<u>None</u>		<u>Total</u>	
No. Recruits Each Group	10	19	19	7	10	4	50					
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>		<u>Urban</u>		<u>Urban over 100,000</u>		<u>Total</u>					
No. Recruits Each Group	16	19	19	15	50							
<u>OCCUPATION</u>												
	<u>Farm</u>		<u>Factory</u>		<u>Business</u>		<u>Police</u>		<u>Other</u>		<u>Total</u>	
No. Recruits Each Group	1	17	17	19	6	2	5	50				147

*General Educational Development Test accepted in lieu of high school graduation.

JANUARY--APRIL DATA (Continued)

<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>	<u>400</u>	<u>500</u>	<u>Total</u>
No. Recruits Each Group	4	4	15	12	4	3	0	7	1	50
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Total</u>	
No. Recruits Each Group	10	6	8	3	3	7	5	7	50	

50 started school.
 32 graduated.
 1 probationary resignation
 2 resigned after confirmation.

BACKGROUND DATA
8 FEBRUARY--16 APRIL 1954 CLASS

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	1	5	7	9	7	5	9	3	0	1	2	49
MARITAL STATUS												
Single Children	Married-0		Married-1		Married-2		Married-3		Married-4		Married	Total
			Children	Child	Children	Children	Children	Children	Children	Children	Divorced	Total
No. Recruits Each Group	20	9		7		9		2	1		1	49
EDUCATION												
GED* Equiv.	High School		College		College-Less		College		College		College	
		Graduate		than 1		1 Year		1 Year		2 Years		4 Years
				Year								Total
No. Recruits Each Group	3	35		1		2		4		2		49
MILITARY SERVICE												
Army	Navy		USAF		USMC		None		Total			
No. Recruits Each Group	22	15	4		2	6	49					
SIZE OF AREA OF RESIDENCE												
Rural	Urban		Urban over 100,000		Total							
No. Recruits Each Group	16	17	16	49								

*General Educational Development Test accepted in lieu of high school graduation.

FEBRUARY--APRIL DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	0	23	10	9	3	4	49
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>200</u>	<u>300</u>	<u>Total</u>
No. Recruits Each Group	4	3	18	2	4	2	1 0 49
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>Total</u>
No. Recruits Each Group	5	13	5	7	3	5	59

49 started school.

40 graduated.

2 probationary resignation.

BACKGROUND DATA 30 AUGUST--5 NOVEMBER 1954 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	2	14	7	11	11	4	1	2	3	1	0	56

<u>MARITAL STATUS</u>	<u>Single</u>	<u>Married-0 Children</u>	<u>Married-1 Child</u>	<u>Married-2 Children</u>	<u>Married-3 Children</u>	<u>Married-4 Children</u>	<u>Married Divorced</u>	<u>Total</u>
No. Recruits Each Group	24	10	14	6	2	0	0	56

<u>EDUCATION</u>	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College than 1 Year</u>	<u>College-Less 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>
No. Recruits Each Group	5	39	2	6	4	0	0	0	56

<u>MILITARY SERVICE</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	20	15	9	9	3	56

<u>SIZE OF AREA OF RESIDENCE</u>	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>
No. Recruits Each Group	20	18	18	56

* General Educational Development Test accepted in lieu of high school graduation.

AUGUST--NOVEMBER DATA (Continued)

OCCUPATION	Farm	Factory	Business	Police	Other	None	Total
No. Recruits Each Group	0	26	18	1	3	8	56
MILES FROM HOME TO E. LANSING							
	10	25	50	100	150	200	300
No. Recruits Each Group	3	0	17	23	2	3	1
							6
							1
							56
HOME IN STATE POLICE DISTRICT							
	1	2	3	4	5	6	7
No. Recruits Each Group	5	17	9	4	5	6	3
							7
							56

56 started school.
 37 graduated.
 2 probationary resignation.
 1 resigned after confirmation.

BACKGROUND DATA
6 DECEMBER 1954--17 FEBRUARY 1955 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	4	1	4	8	3	2	2	1	0	1	0	26
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0 Children</u>	<u>Married-1 Child</u>	<u>Married-2 Children</u>	<u>Married-3 Children</u>	<u>Married-4 Children</u>	<u>Married Divorced</u>	<u>Total</u>				
No. Recruits Each Group	10	6	6	3	1	0	0	26				
<u>EDUCATION</u>												
	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College-Less than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>				
No. Recruits Each Group	3	21	0	1	0	1	0	26				
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	9	9	6	1	3	26						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	11	9	6	26								

* General Educational Development Test accepted in lieu of high school graduation.

DECEMBER--FEBRUARY DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	0	9	12	2	2	1	26
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>
No. Recruits Each Group	3	0	4	9	5	1	26
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
No. Recruits Each Group	3	4	5	4	3	1	26

26 started school.
21 graduated.

[illegible]

BACKGROUND DATA
29 AUGUST--15 NOVEMBER 1955 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	5	4	11	13	6	3	3	3	1	0	1	50
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Married-1</u>	<u>Married-2</u>	<u>Married-3</u>	<u>Married-4</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Total</u>
		<u>Children</u>	<u>Child</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Divorced</u>	<u>Total</u>
No. Recruits Each Group	23	9	10	5	0	0	3	0	0	3	3	50
<u>EDUCATION</u>												
	<u>GED*</u>	<u>High School</u>	<u>College-Less</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>Total</u>
	<u>Equiv.</u>	<u>Graduate</u>	<u>than 1 Year</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>Total</u>
No. Recruits Each Group	2	29	4	9	2	1	3	3	1	0	3	50
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	14	15	4	8	9	50						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	17	21	12	50								

*General Educational Development Test accepted in lieu of high school graduation.

AUGUST--NOVEMBER DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	1	19	17	3	6	4	50
MILES FROM HOME TO E. LANSING	10	25	50	100	150	200	400
No. Recruits Each Group	1	0	9	23	3	0	4
HOME IN STATE POLICE DISTRICT	1	2	3	4	5	6	8
No. Recruits Each Group	1	12	7	2	8	5	14
50 started school							
38 graduated.							
1 resigned after confirmation.							
1 military leave of absence.							

BACKGROUND DATA
5 DECEMBER 1955--8 FEBRUARY 1956 CLASS

AGE	21	22	23	24	25	26	27	28	29	30	31	Total
No. Recruits Each Group	7	14	5	5	10	5	4	3	1	0	0	54
MARITAL STATUS												
	Single	Married-0	Married-1	Married-2	Married-3	Married-4	Married					
	Children	Children	Child	Children	Children	Children	Divorced	Children	Children	Years	Years	Total
No. Recruits Each Group	26	7	6	10	5	0	0	0	0	0	0	54
EDUCATION												
	GED*	High School	College-Less	College	College	College	College	College	College	College	College	Total
	Equiv.	Graduate	than 1 Year	1 Year	2 Years	3 Years	4 Years					
No. Recruits Each Group	8	32	3	5	6	0	0	0	0	0	0	24
MILITARY SERVICE												
	Army	Navy	USAF	USMC	None	Total						
No. Recruits Each Group	16	18	8	3	9	54						
SIZE OF AREA OF RESIDENCE												
	Rural	Urban	Urban over 100,000	Total								
No. Recruits Each Group	21	22	11	54								

* General Educational Development Test accepted in lieu of high school graduation.

DECEMBER--FEBRUARY DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	1	22	17	3	10	1	54
<u>MILES FROM HOME TO E. LANSING</u>							
	10	25	50	100	150	200	300
No. Recruits Each Group	3	5	9	22	5	1	4
<u>HOME IN STATE POLICE DISTRICT</u>							
	1	2	3	4	5	6	7
No. Recruits Each Group	4	15	6	7	6	2	9
54 started school. 38 graduated. 1 probationary resignation. 1 resigned after confirmation.							

BACKGROUND DATA
27 FEBRUARY--6APRIL 1956 CLASS

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	12	14	27	19	19	14	10	19	11	7	0	152
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Married-1</u>	<u>Married-2</u>	<u>Married-3</u>	<u>Married-4</u>	<u>Married</u>	<u>Married-4</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Total</u>
	<u>Children</u>	<u>Children</u>	<u>Child</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Divorced</u>	<u>Total</u>
No. Recruits Each Group	42	28	28	30	10	7	7	7	11	7	0	152
<u>EDUCATION</u>												
	<u>GED*</u>	<u>High School</u>	<u>College-Less</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>Total</u>
	<u>Equiv.</u>	<u>Graduate</u>	<u>than 1 Year</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>3 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>Total</u>
No. Recruits Each Group	29	98	4	9	9	2	1	2	11	7	0	152
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	58	37	26	18	13	152						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	60	51	41	152								

*General Educational Development Test accepted in lieu of high school graduation.

FEBRUARY--APRIL DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	3	57	62	12	10	8	152
MILES FROM HOME TO E. LANSING	<u>10</u>	<u>25</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>	<u>Total</u>
No. Recruits Each Group	4	9	37	9	23	9	152
HOME IN STATE <u>POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>Total</u>
No. Recruits Each Group	11	24	21	13	16	21	152

152 started school.
 114 graduated.
 6 probationary resignations.
 1 resigned after confirmation.
 2 college leave of absence.
 1 military leave of absence.

BACKGROUND DATA
9 APRIL--18 MAY 1956 CLASS

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	18	16	21	16	17	15	13	11	2	4	0	133
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Married-1</u>	<u>Married-2</u>	<u>Married-3</u>	<u>Married-4</u>	<u>Married</u>					
	Children	Child	Children	Children	Children	Children	Divorced					
No. Recruits Each Group	45	16	28	25	15	4	0					123
<u>EDUCATION</u>												
	<u>GED*</u>	<u>High School</u>	<u>College-Less</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>					
	<u>Equiv.</u>	<u>Graduate</u>	<u>than 1 Year</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>					
No. Recruits Each Group	18	93	5	8	3	3	3					133
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	43	24	11	12	43	133						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	54	46	33	133								

*General Educational Development Test accepted in lieu of high school graduation.

APRIL--MAY DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	3	67	32	10	16	5	133
MILES FROM HOME TO E. LANSING	10	25	50	100	150	200	500
No. Recruits Each Group	9	9	32	53	8	7	133
HOME IN STATE POLICE DISTRICT	1	2	3	4	5	6	8
No. Recruits Each Group	16	33	21	9	11	17	133

133 started school.
105 graduated.
9 probationary resignation.
1 resigned after confirmation.
7 military leave of absence.
1 deceased in line of duty.

BACKGROUND DATA
22 OCTOBER--7 DECEMBER 1956 CLASS

AGE	21	22	23	24	25	26	27	28	29	30	31	Total
No. Recruits Each Group	3	9	8	9	10	10	3	6	6	0	0	64
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Married-1</u>	<u>Married-2</u>	<u>Married-3</u>	<u>Married-4</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Total</u>
		<u>Children</u>	<u>Child</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Divorced</u>	<u>Total</u>
No. Recruits Each Group	22	14	7	14	6	0	1	1	0	0	1	64
<u>EDUCATION</u>												
	<u>GED*</u>	<u>High School</u>	<u>College-Less</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>Total</u>
	<u>Equiv.</u>	<u>Graduate</u>	<u>than 1 Year</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>Total</u>
No. Recruits Each Group	4	39	10	4	5	1	1	1	1	1	1	64
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	30	11	17	3	3	64						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	30	14	20	64								

* General Educational Development Test accepted in lieu of high school graduation.

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OCTOBER--DECEMBER DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	2	27	26	3	5	1	64
MILES FROM HOME TO E. LANSING	10	25	50	100	150	200	300
							400
							500
No. Recruits Each Group	1	2	20	23	3	4	7
							4
							64
HOME IN STATE POLICE DISTRICT	1	2	3	4	5	6	7
							8
							Total
No. Recruits Each Group	2	18	9	3	5	12	6
							9
							64

64 started school.
47 graduated.
1 probationary resignation.

BACKGROUND DATA
14 JANUARY--1 MARCH 1957 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	9	17	8	6	6	7	4	3	3	1	0	64
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0 Children</u>	<u>Married-1 Child</u>	<u>Married-2 Children</u>	<u>Married-3 Children</u>	<u>Married-4 Children</u>	<u>Married Divorced</u>	<u>Total</u>				
No. Recruits Each Group	16	10	19	16	1	1	1	64				
<u>EDUCATION</u>												
	<u>GED* Equiv.</u>	<u>High-School Graduate</u>	<u>College-Less than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>				
No. Recruits Each Group	2	44	4	9	3	0	4	64				
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	21	2	5	3	33	64						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	28	14	22	64								

*General Educational Development Test accepted in lieu of high school graduation.

JANUARY--MARCH DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Groups	2	25	21	3	11	2	64
MILES FROM HOME TO E. LANSING	10	25	50	100	150	200	300
						400	500
No. Recruits Each Group	4	4	7	31	5	5	3
						2	64
HOME IN STATE POLICE DISTRICT	1	2	3	4	5	6	7
						8	Total
No. Recruits Each Group	8	19	6	4	4	9	5
						9	64

64 started school.

38 graduated.

1 resigned after confirmation.

BACKGROUND DATA
6 MAY--20 JUNE 1957 CLASS

AGE	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	13	12	11	11	9	4	6	5	8	2	0	81
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0 Children</u>	<u>Married-1 Child</u>	<u>Married-2 Children</u>	<u>Married-3 Children</u>	<u>Married-4 Children</u>	<u>Married Divorced</u>	<u>Total</u>				
No. Recruits Each Group	18	16	23	15	6	3	0	81				
<u>EDUCATION</u>												
	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>				
No. Recruits Each Group	6	49	7	5	12	2	0	81				
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	35	13	10	6	17	81						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	32	26	23	81								

*General Educational Development Test accepted in lieu of high school graduation.

MAY--JUNE DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	4	29	33	8	4	3	81
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>
							<u>400</u>
							<u>500</u>
No. Recruits Each Group	4	5	22	26	7	3	1
							6
							7
							81
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
							<u>8</u>
							<u>Total</u>
No. Recruits Each Group	9	15	14	6	9	8	5
							15
							81

81 started school.
62 graduated.
3 probationary resignations.

BACKGROUND DATA
29 JULY--16 SEPTEMBER 1957 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	7	15	6	4	8	6	4	3	3	3	0	59
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0 Children</u>	<u>Married-1 Child</u>	<u>Married-2 Children</u>	<u>Married-3 Children</u>	<u>Married-4 Children</u>	<u>Married Divorced</u>	<u>Total</u>				
No. Recruits Each Group	16	7	12	9	10	3	2	59				
<u>EDUCATION</u>												
	<u>GED* Equiv.</u>	<u>High School Graduate</u>	<u>College-Less than 1 Year</u>	<u>College 1 Year</u>	<u>College 2 Years</u>	<u>College 3 Years</u>	<u>College 4 Years</u>	<u>Total</u>				
No. Recruits Each Group	4	38	7	5	4	0	1	59				
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	15	5	3	4	32	59						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	26	14	19	59								

* General Educational Development Test accepted in lieu of high school graduates.

JULY--SEPTEMBER DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	0	26	22	2	7	2	59
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>Total</u>
No. Recruits Each Group	9	0	11	28	2	4	59
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>Total</u>
No. Recruits Each Group	12	10	7	4	1	16	59

59 started school.
40 graduated.

BACKGROUND DATA
14 OCTOBER--27 NOVEMBER 1957 CLASS

<u>AGE</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>Total</u>
No. Recruits Each Group	3	4	6	6	3	4	6	2	1	1	0	36
<u>MARITAL STATUS</u>												
	<u>Single</u>	<u>Married-0</u>	<u>Married-1</u>	<u>Married-2</u>	<u>Married-3</u>	<u>Married-4</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Married</u>	<u>Total</u>
		<u>Children</u>	<u>Child</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Children</u>	<u>Divorced</u>	<u>Total</u>
No. Recruits Each Group	10	3	3	14	7	1	1	0	1	1	1	36
<u>EDUCATION</u>												
	<u>GED*</u>	<u>High School</u>	<u>College-Less</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>College</u>	<u>Total</u>
	<u>Equiv.</u>	<u>Graduate</u>	<u>than 1 Year</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>4 Years</u>	<u>Total</u>
No. Recruits Each Group	2	19	5	4	3	1	2	2	1	2	2	36
<u>MILITARY SERVICE</u>												
	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>USMC</u>	<u>None</u>	<u>Total</u>						
No. Recruits Each Group	15	4	10	5	2	36						
<u>SIZE OF AREA OF RESIDENCE</u>												
	<u>Rural</u>	<u>Urban</u>	<u>Urban over 100,000</u>	<u>Total</u>								
No. Recruits Each Group	17	9	10	36								

*General Educational Development Test accepted in lieu of high school graduation.

OCTOBER--NOVEMBER DATA (Continued)

<u>OCCUPATION</u>	<u>Farm</u>	<u>Factory</u>	<u>Business</u>	<u>Police</u>	<u>Other</u>	<u>None</u>	<u>Total</u>
No. Recruits Each Group	0	19	8	5	3	1	36
<u>MILES FROM HOME TO E. LANSING</u>	<u>10</u>	<u>25</u>	<u>50</u>	<u>100</u>	<u>150</u>	<u>200</u>	<u>300</u>
							<u>400</u>
							<u>500</u>
							<u>Total</u>
No. Recruits Each Group	4	1	7	13	1	1	36
<u>HOME IN STATE POLICE DISTRICT</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
							<u>8</u>
							<u>Total</u>
No. Recruits Each Group	6	10	2	2	2	5	36

36 started school.
28 graduated.

APPENDIX C

MICHIGAN STATE POLICE

Inter-Office Correspondence

Date: October 22, 1956

SUBJECT: Recruit School Rules and Regulations

TO: Members of the Recruit School

Following are the Rules and Regulations governing Recruits while attending School:

1. 5:45 a.m., all recruits will arise for the day's activities.
2. Full Recruit uniforms must be worn at all times, unless otherwise specified.
3. Inspection will take place each day at 7:45 a.m. Quarters must be in order at all times. Leather must be well shined.
4. There will be sick call every morning after inspection. All injuries and illnesses must be reported as soon as detected and again at each subsequent sick call until complete recovery is achieved.
5. The south stairway to Mapes Hall will not be used except in cases of emergency.
6. Recruits will be quiet and orderly at all times.
7. Beds must be made up in regulation style when not in use.
8. No smoking will be permitted in the classroom or during outside activities unless the instructor gives permission. Smoking will be permitted in the locker room, toilet and back stairway of the gym.
9. Card playing of any kind is prohibited.
10. Radios, phonographs and musical instruments are prohibited except as authorized by the School Commander.
11. Personal photographs must be out of sight.
12. The swimming pool may not be used except under the supervision of a member of the school staff.
13. All personal cars will be parked only in designated areas.
14. Recruits will assemble in appropriate formation upon hearing one blast of a whistle or the classroom bell.

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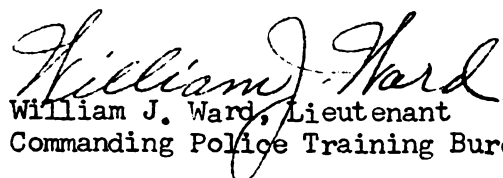
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Recruit School Rules and Regulations

Page 2

15. The order for dismissal from all classes and assemblies will be given by the officer in charge.
16. Notebooks must be immediately available for use in any class.
17. A School Monitor will be appointed each day. It shall be his responsibility to awaken the recruits, answer the telephone and turn out the lights.
18. Telephones will not be used without permission of a member of the School Staff, except that the monitor may use the phones as required in connection with his assignment.
19. Recruits will avoid extended conversation with people not associated with the School unless otherwise directed by a member of the School Staff.
20. Recruits will have no visitors during the training period unless permission is given by the School Commander.
21. When entering the classroom while a class is in session, the back door shall be used.
22. All personal business with the Quartermaster must be done in the evening from 5:15 to 6:00 p.m.
23. There will be no loitering at the Quartermaster.
24. There will be no exchange or trading of issued equipment without approval of the School Commander.
25. There will be no passes or time off to any Recruit except by approval of the Commanding Officer of the Police Training Bureau.
26. If for any reason a Recruit wishes to resign or leave the School, he shall immediately notify the immediate supervisor and the School Commander or the Commanding Officer of the Police Training Bureau.
27. Leaving the school unauthorized, or failure to return from pass at the specified time, will result in dismissal.


William J. Ward, Lieutenant
Commanding Police Training Bureau

WJW:gs

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ROOM USE ONLY

~~AUG 19 1960~~

~~NOV 21 1961~~

~~FEB 2 1962~~

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~~MAR 19 1962~~

~~APR 4 1962~~

~~APR 17 1962~~

~~JUN 9 1962~~

~~AUG 3 1962~~

~~AUG 20 1962~~

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~~MAR 7 1965~~

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