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INTAKE SOCIAL WORKERS TENDENCY TO BASE VALUES
ON A LAW ENFORCEMENT PRACTICE MODEL

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Social Work

by
Don Russell Kelly

June 2003

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ABSTRACT

This study proposed to determine if there are different personality traits between police officers, DCS intake and carrier workers. It was proposed that differences may indicate that investigations done by DCS be delegated as a law enforcement function whereas family preservation services be the responsibility of DCS. Personality differences were examined through the use of a personality survey. A chi-square analysis was performed on data collected. Results indicated that there were some similarities and differences between the three groups. However, there was not sufficient evidence to fully support the hypothesis.

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I would like to thank my research Advisor, Rosemary McCaslin, Ph.D., A.C.S.W., for her assistance in completing this project. I would also like to extend my appreciation to the San Bernardino county Sheriff's department and department of children's services for allowing me to recruit their employees for this project. I would also like to thank various faculty and school staff for all their help with this project. Finally, I would like to thank the members of my cohort that assisted me and were patient with me during this process, specifically Natalie Morrison and Leslie Valencia, who both made this project more significant.

DEDICATION

I would like to dedicate this effort to my mother, Barbara, who gave me life, to Ryan, who gave me reason and purpose, to Valorie, who has given me a future, to Jimmy who has given me understanding and to God, who has always been there for me.

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CHAPTER ONE

INTRODUCTION

The Department of Children's Services (DCS) is known for its ability to provide protection and rehabilitation for children and their families where neglect and/or abuse is prevalent. In fact, the mission statement for DCS in San Bernardino County states:

The mission of Children's Services is to protect endangered children, preserve and strengthen their families, and develop alternative family settings. Services, as mandated by law and regulation, will be provided in the least intrusive manner with a family centered focus. This mission is accomplished in collaboration with the family, a wide variety of public and private agencies, and members of the community. (DCS, 2002, ¶ 1)

Purpose of the Study

The purpose of the current study was to determine if there are different personality types needed for Social Services Practitioner intake and Social Services Practitioner carrier workers who are employed by DCS in the County of San Bernardino. It was hypothesized that Social Services Practitioner intake workers have a tendency to possess personality traits more similar to a law enforcement influence as compared to that of a Social Services Practitioner carrier worker who are less similar

to law enforcement. Any data that indicated the hypothesis was correct suggested that the responsibility to investigate allegations of abuse and neglect go to social workers maintained and supervised at local law enforcement agencies rather than their current locations, in local DCS offices.

Another area of examination was the literature regarding the theory that attitude intentionally affected attempts to change behavior. Ultimately, it was the concern of DCS to have as many parents succeed their individual service plans as possible. However, if the attitudes of parents were negatively affected because they were working with an agency that provided initial services by a worker working a law enforcement model and then another that used a social work model, the ensuing confusion could effect success for the client. If it was shown that an SSP intake worker followed a law enforcement model of practice in investigated allegations of child abuse and neglect, then perhaps if they had a law enforcement agency conduct the investigations while DCS assisted the family in correcting the family circumstances the facilitation of a greater response from the family would result.

To better understand a client's interaction with DCS, it was important to gather data on how DCS clients felt about the agency, itself. After an extensive research search, no literature was found in this area. However, further searching was exhausted to assure that none exist. If data were found in regards to client's feelings regarding DCS services and functions, this information would have provided additional insight to this inquiry.

Though most of the literature available regarding personality tests and agency employees revolved around the personality traits of law enforcement officers, it was further researched if it was more appropriate to survey both DCS social workers and law enforcement officers in the County of San Bernardino. To compare the personality traits of DCS social workers in the County of San Bernardino to law enforcement officers in different areas may negatively effect reliability. Due to the unique aspects of San Bernardino County and the fact that many times both SSP intake workers and local police officers have worked together on the same case with the same client, it was perceivable that both subjects have similar experiences that were unique to the area in question.

Agency Background

In the County of San Bernardino, the largest county in the United States, the protection of children is provided by DCS employees, specifically social workers who go into the field regularly and maintain a caseload of such cases. These social workers are categorized in two different position levels, with each position having two different types of assignments. This allows for four different types of job responsibilities.

The first position level at DCS is a Social Worker II (SW II). There are two types of SW II's, the "intake worker" and the "carrier worker." The intake worker investigates referrals received from the child abuse hotline regarding allegations of general neglect of children. Such allegations would include lack of appropriate utilities or food, lice infestations, lack of household cleanliness, etc.

The SW II carrier worker maintains a caseload consisting of a variety of case types. The first type involve cases in which a referral for general neglect had been received and assessed by the SW II intake worker who determined that a family needed Family Maintenance Voluntary (FMV) services. These services are provided in order to assist the family to create a more appropriate

environment in the home. The second type of case involves cases in which the parents of a child were ordered by the Juvenile Court of San Bernardino County to complete either a Family Maintenance (FM) or Family Reunification (FR) service plan. The parents subsequently failed to complete the Court-ordered plan via the services provided by DCS and the Juvenile Court ordered the termination of the service plan.

In some instances, the Juvenile Court orders that a parent is not to receive Family Reunification services from DCS. In either type of case, the child of these parents continues in the care of the Juvenile Court under a Permanent Placement (PP) plan, with services to be provided by DCS. The long-term plan for the child will be either under a plan of Long-Term Foster Care (LTFC), Legal Guardianship, or Adoption.

The Social Worker II is not responsible for removing a child from their home, filing a petition with the Juvenile Court, providing Family Maintenance or Family Reunification services to the parent to assist them in reunifying with their child, or safely maintaining the child in the parental home. For the aim of the present study, SW II's were not considered for test subjects due to their lack of involvement in the above depicted duties.

The group of DCS social workers that were examined in the present study consisted of the second position level at DCS. This involved a type of social worker known as the Social Services Practitioner (SSP). Like the SW II, there are two types of SSP, the "intake worker" and the "carrier worker." Much like their counterpart, the SSP intake worker investigates referrals received by the child abuse hotline. However, the allegation type investigated by SSP's deal with a higher degree of severity regarding neglect, as well as physical and sexual abuse. The reasoning behind the difference in job responsibilities between the SW II and the Social Services Practitioner is that, generally, a Social Services Practitioner will have a Master's degree in social work and is expected to have learned the information and techniques required in order to assess a child's safety in the home regarding the above described allegations. An SSP is responsible to assess the appropriateness of removing a child from the parental home, whereas a SW II assesses need for general assistance from DCS.

A Social Services Practitioner carrier worker maintains a caseload consisting primarily of cases in which a parent has been ordered by the Juvenile Court to participate in Family Reunification or Family Maintenance

services. It is the carrier worker's (SSP) responsibility to work with the families in these cases. Efforts are made to make the appropriate changes necessary so the child is safely returned home or maintained in the home. The SSP, as well, reports parent's level of success or failure to the Juvenile Court.

In order to assist families with the changes necessary for the return of a child, the SSP refers the family to community services, assesses the home environment on a monthly basis, and aids families in eliminating the risk factors that were present when DCS intervention became necessary.

The SSP also reports to the Juvenile Court on the progress the family has made in the allotted time. It has been observed by the author that the Juvenile Court requires a status report from the SSP assigned to the family at least every six months. This is done in written form, addressing the progress the parents have made in accomplishing the objectives of the case plan, the current family situation at home and in the community, and the appropriateness of the visitations between the parents and the child, if applicable.

Significance of the Project for Social Work

Pelton (1991) suggested that a conflict dynamic between client and worker is set up from the beginning of a case due to DCS's dual role of investigating families for alleged wrongdoing, which may result in the removal of children from the parental home, and the responsibility for providing preventive and supportive services to help and preserve families. Pelton continues by explaining that it is in this negative context that DCS is attempting to develop trust and to help. This, no doubt, could understandably contribute to a parent's resistance and hostile responses. This author has observed that when a worker encounters such responses, the worker may be more likely to perceive this as further evidence of parental unfitness.

The concern of the author was in regards to DCS having the responsibility of investigating abuse and then having to provide services to these same families, causing possible biased perceptions held by parents toward DCS. It is understandable that it would be difficult for a parent to work successfully with an agency that was also responsible for removing a child from their home. One can presume that such an action would cause a parent to

distrust and hold resentment toward DCS and have additional difficulty of cooperating with DCS through the means of a service plan.

This should be an issue of concern to DCS, parents, children and State and Federal governments that provide funding for DCS services. It is the attitude of all these entities toward this situation that influence success or failure of the parents attempting to reunify with and keep their children. It is the objective of DCS, as described in their Mission Statement, to strengthen families in the least intrusive manner with the collaboration of the family. The author observed that both children and parents disagree on many levels with DCS on what actions are necessary to accommodate the objectives of DCS. The State and Federal governments provide funding for DCS programs with the expectations of positive results. With the conflicting perceptions of DCS and families as described above, it was difficult to comprehend how successful DCS intervention is in regards to children returning home and remaining home.

When shown, via social worker attitudes toward various aspects of a standard intake caseload (parents, children, juvenile justice system, DCS purpose and practices) that Social Services Practitioner intake

workers had a tendency toward a law enforcement model of practice rather than a social work model of practice, perhaps the initial investigations of a child abuse referral would best be suited to the realm of local and county law enforcement agencies rather than DCS.

CHAPTER TWO
LITERATURE REVIEW

Introduction

This research assumed that people have particular personality traits that guide them to specific job roles. Many studies have indicated that there are measurable differences in personality between professionals in the same profession having different roles and that personality differences remain constant over time. To this end, research was investigated that would indicate personality differences in social workers compared to the personality traits of law enforcement officers in the hopes that data would exist that supported the stated hypothesis of the present study.

Personality and Work Duties

The research found no data indicating personality differences among social worker in different job responsibilities. Most of the literature found discussed the personality traits of law enforcement officers. Hargrave (1985) found in numerous studies that the Minnesota Multiphasic Personality Inventory (MMPI), and the California Personality Inventory (CPI) had consistent findings when comparing job suitability and test scales

(Azen, Snibbe, & Montgomery, 1973; Bartol, 1982; Gottlieb & Baker, 1974; Hogan, 1971; Hogan & Kurtines, 1975; Inwald & Shusman, 1984; Mills & Bohannon, 1980).

One study found that there exist different personality types between two sets of law enforcement officers: traffic officers and deputy sheriffs (Hargrave, Hiatt, & Gaffney, 1986). The study concluded that deputies needed to be extremely sociable, outgoing, and gregarious in order to be effective, whereas traffic officers tended to "reflect more of a capacity for typical rewarding social relations" (p. 253). Hargrave, Hiatt and Gaffney (1986) suggest that though duties performed by law enforcement officers can differ from one agency to another, officers with similar personalities would choose similar duties. The present study examined if this applies to social workers, especially DCS social workers who are considered members of the law enforcement community.

Increasingly difficult to define was: what makes up a "police personality?" Hargrave, Hiatt, and Gaffney (1986) describe the police personality as "psychologically defended, energetic, competitive, dominant, independent, achievement oriented, spontaneous, flexible, and socially ascendant" (p. 254). They further state that law enforcement officers are "well-adjusted individuals who

subscribe to a rather traditional work ethic and show leadership potential" (p. 254). It is important for a Social Services Practitioner intake worker to share these same qualities in order to be effective.

Many of the responsibilities of law enforcement officers and Social Service Practitioner intake workers were quite similar. Both roles require workers to have many of the personality traits described above in order to maintain a safe environment in which an investigation of crimes can be performed. Law enforcement officers and DCS intake workers alike file allegations against adults with a Court. Both positions require a significant amount of dominant and independence personality traits to be effective on the job.

Personality Theory

According to Zaleski, Eysenck and Eysenck (1995), Eysenck's theory of personality allows for an assumption that constitutional traits make people take different stances towards others. This may indicate that if there is a difference in the personality traits of intake and carrier workers, this difference may be displayed to the client, and thus the client's perception of DCS and the carrier worker may be heavily influenced by the client's

initial interactions with the intake worker. This could possibly effect overall success of the client.

For instance, the initial contact a client has with a DCS social worker is with a Social Services Practitioner intake worker whose purpose is to investigate allegations of abuse or neglect. Should the allegations found true and the child removed from the parents, generally there is conflict between the parents and DCS. It is perceivable that these feelings of conflict can transfer from this initial contact with the intake worker to the carrier worker. The continued conflicting perception of the client may have a negative effect on the client's willingness to cooperate with the SSP carrier worker.

In consideration of the above, it was important to consider if a Social Services Practitioner intake worker's personality remains constant over time. According to Schaubroeck, Ganster, and Kemmerrer (1996), per the Dispositional Approach, individuals posses predisposing personality traits that endure over time. These same traits will influence how an individual responds to their environment, even if the situation in the environment changes. Thus, Schaubroeck, Ganster, and Kemmerrer theorized that an individuals "positive or negative evaluation of the environment often remains stable, even

when the job situation changes" (p. 191). This not only indicates that an individual has a particular personality prior to participating in a particular job, but that this personality remains constant even if the worker changes job responsibilities. Thus it was important that when the present study showed any differences in personality, it was due to the worker's individual personality and not on the role of the worker effected the worker's personality.

Personality as Career Influence

According to Schneider, Gunnarson, and Wheeler (1992), personality may influence an individual's choice of work, and if there is a positive fit, the environment in which that individual works reinforces the individual's personality. This may indicate that when a DCS employment candidate seeks a Social Services Practitioner intake worker position rather than a carrier position due to a high probability of goodness of fit, and they are correct, the job position is found to be a positive reinforcer of the worker's own personality traits. It was observed by the author that a Social Services Practitioner has a preference for either intake or carrier work.

Lewis (1947) proposed that occupational interests and personality tendencies are interrelated if a person is

interested in the type of work in which they are involved in. This would also indicate that personality and occupational interest are interrelated when the individual enjoys their job.

Drisko (1993) proposed that "since job satisfaction is, in part, determined by the fit between the worker's personality traits and the demands of their work roles, it is reasonable to assume that social workers seek roles which are most compatible with their personality traits" (p. 147). Drisko further noted that studies have been done that indicated that workers from similar professions with different roles and duties possessed different personality traits. This would support the author's suggestion that there should be personality differences between DCS intake and carrier workers.

In addition, Adlam (1982), proposed that once a person is in a certain role, in this instance, the role of a Social Services Practitioner intake worker, that worker will comply with the interactional rules that apply for a client-worker relationship. The intake worker will interact with a client in a similar manner to client interactions practiced in the past. This interaction may be different than the client-worker interaction that is established for the Social Services Practitioner carrier

worker. The client-carrier worker relationship is less of an investigatory type and more of a nurturing or helping type.

This paper hypothesized that Social Services Practitioner intake workers employed by DCS of the County of San Bernardino have a tendency to base their work values and subsequent investigations on a law enforcement practice model more than on a social work practice model. The three research hypothesis for this study were: 1) Social Services Practitioner intake workers personality traits were more closely correlated to the personality traits of law enforcement officers than Social Services Practitioner carrier workers, 2) Social Service Practitioners intake workers and carrier workers had different personality traits, and 3) Social Services Practitioner carrier workers and law enforcement officers had different personality traits.

Summary

The author suggested that personality affects the outcome of a person's perception of their environment and their role in that environment. For the DCS, understanding this dynamic is fundamental to the appropriate delivery of services to the client. It is essential that the Social

Services Practitioner understand their own personality traits before they can understand where the client is coming from, both environmentally and perceptually.

In addition, it is important for DCS of San Bernardino County to understand that there may be differences in the responsibilities workers are expected to perform. Equally important was how these responsibilities effected client success/failure outcome and if there was role conflict within DCS.

CHAPTER THREE

METHODS

Introduction

This study proposed to examine the differences in personality traits between three groups: "Intake" and "Carrier" Social Services Practitioners employed by the Department of Children's Services of San Bernardino County and law enforcement officers from local and county law enforcement agencies. The study examined if the intake social worker has personality traits that were similar to the carrier social worker or the law enforcement officer. Personality traits evaluated were Extroversion/Introversion, Sensing/Intuition, Thinking/Feeling, and Judging/Perceiving. The research study only pertained to San Bernardino County DCS workers and law enforcement officers.

Study Design

It was considered to also survey DCS clients on their feelings regarding DCS intake workers versus carrier workers and how their contact with these workers would have been different. However, after examining the potential variables for validity, reliability and bias, it was thought that DCS clients may answer questions to

improve their individual success rates with their cases managed by DCS.

In order to obtain information on social worker values, biases, and work practices, it was best to survey social workers employed by DCS. Due to time constraints and accessibility of DCS social workers, a survey was the most efficient process of collecting data. Though validity was thought to be too difficult to maintain due to the use of a questionnaire which may result in test subjects confusing what their actual perception is compared to they feel their perception should be, it was believed that through the use of one of several tested personality inventories, subjects would be able to perceive their own values, biases and practices with some accuracy.

The research design best suited for the present study consisted of quantitative, Multigroup Posttest-Only Design, in which a cross sectional sample was surveyed (Grinnell, 2001). In addition to the personality inventory test, a demographic survey was distributed.

The personality inventory test used in the present study was the Keirsey Temperament Sorter (Keirsey, 1998). Though other personality inventory tests were considered, such as the Myers-Briggs Type Indicator (MBTI) and the

California Personality Inventory (CPI) (Hargrave, 1985; Hargrave and Hiatt, 1987), these tests were considered too lengthy, and thus less desirable for participants to complete. The Keirsey Temperament Sorter measures the personality traits of Extroversion/Introversion, Sensing/Intuition, Thinking/Feeling, and Judging/Perceiving. (Keirsey, 1998). For the purpose of the current study, the Keirsey Temperament Sorter measured all four sub-scales mentioned above.

Keirsey (1998) basis these four sub-scales on psychological "archetypes" first introduced by Carl Jung. According to Keirsey, Jung wrote that people have a multitude of instincts, called "archetypes," that drive them from within, and that one instinct is more important than another. It is a person's natural tendency to be inclined to pick between these two personality types. For example, people tend to be either extroverted or introverted, with a preference for what Jung called the "four basic psychological functions": "thinking," "feeling," "sensation," and "intuition." Using these "types," a personality type can be deducted for an individual.

In the Keirsey Temperament Sorter, subjects are required to complete a 70 question survey in which one of

two possible answers is selected, either an "a" or a "b." Based on the selections, the "a" and "b" answers are totaled for each category: Extroverted (E), Introverted (I), Sensory (S), Intuitive (N), Thinking (T), Feeling (F), Judging (J), and Perceiving (P). For each category, there were three possible selections. For example, for the Extroverted/Introverted category, a subject scored either an (E), (I), or (X). The score for (X) signified that the subject scored the same number of the letters "a" and "b", indicating a preference for both (E) and (I). However, Keirsey (1998) had recommended that subjects who scored an (X) read the description of both categories and pick the most preferred category. For the purpose of this study, subjects who scored an (X) in a particular category were averaged to the rest of the group in which they belonged.

Once each score is tallied, a four-letter score was assigned to each subject describing that subject's personality type. There were a possible 16 possible personality types available for each subject (ESTJ, INFP, ESFJ, etc). For each personality designation, Keirsey assigned a personality type. Like the four-letter designations, there are an equal number of personality labels and descriptions assigned. For example, the

designation "ESTJ" is labeled "Supervisor," and is described in detail by Keirse (1998).

The dependent variables included in the present study were social worker and law enforcement officer values, biases, and practices. It was important to study these values and biases due to the effects these variables had on social work practice.

The independent variables included were the general demographics age, gender, ethnicity, length of time at current employment and current position, preference on duties, full or part time status, and marital status.

Feasibility allowed for examination of the employees of law enforcement agencies in the County of San Bernardino when compared with the personality types of SSP intake workers. The same study that was given to the DCS employees was also given to those subjects at local law enforcement agencies.

The present study was conducted through the use of survey research. It was more convenient for social workers and law enforcement officers to complete the survey on their own time due to the time constraints each had in regards to their employment. The questionnaires were completed in a confidential manner.

It was hypothesized that Social Services Practitioner intake workers employed by DCS of the County of San Bernardino had a tendency to base their work values and subsequent investigations on a law enforcement practice model instead of a social work practice model based on Keirse's personality types.

Sampling

As the present study consisted of Social Services Practitioners and law enforcement officers in San Bernardino County, a convenience sampling was used. This allowed for easier access to the participants in order to alleviate problems in data collection.

There were approximately 222 Social Services Practitioners and 200 law enforcement officers in San Bernardino County that were available for the present study. The Social Services Practitioners were located in different offices throughout San Bernardino County. The law enforcement officers who were asked to participate in this survey were located in different offices throughout the County of San Bernardino.

Intake Social Services Practitioners who had field experience with the removal of a child from the parental home and who were employed by DCS of San Bernardino County

were included in the present study. Carrier Social Services Practitioners who carried Family Maintenance and Family Reunification cases for at least the past 30 days and who were employed by DCS of San Bernardino County were included in the present study. Law enforcement officers who had field experience for the past six months and who were located in San Bernardino County were included in the present study.

Data Collection and Instruments

There were many questions in regards to the study that needed to be resolved prior to the onset of data collection. The main issue was to decide on the most appropriate personality measure that accurately provided results, either positive or negative, on the topic in question. Though the MMPI, MBTI, and CPI have been proven to be reliable methods of testing personality traits consistently (Hargrave, 1985; Hargrave and Hiatt, 1987), these questionnaires were quite lengthy. The Keirsey Temperament Sorter was a much shorter survey, but its reliability was not tested as much as the above mentioned tests, and its reliability compared to those test was significantly less due to its condensation.

The personality inventory test used for the present study was the Keirsey Temperament Sorter. This was a forced answer questionnaire that measured personality traits. The questionnaires were distributed to the various branches of DCS in San Bernardino County and local and county law enforcement offices throughout San Bernardino County. The questionnaires were mailed to each agency branch and distributed to each worker to via their own individual mailboxes. A pre-stamped return envelope was provided in order for the completed surveys to be returned to the author.

The Keirsey Temperament Sorter consisted of 70 questions relating to personality traits that the participants answered in a self-report format. This inventory was chosen over several other tested inventories due to its fewer items, thus it increased the likelihood of a completed return ratio.

There were two possible answers to each question. Participants were required to answer only one response. These responses measured the following personality traits: Extroversion/Introversion (E/I), Sensing/Intuition (S/N), Thinking/Feeling (T/F), and Judging/Perceiving (J/P). From these categories, a four-letter score was obtained such as ESTJ, INFP, ENTP, etc. Keirsey (1998) explained that the

personality types: (E), (I), (S), (N), (T), (F), (J) and (P) have particular descriptions to them. For instance, (E) describes an individual who is expressive and has an outgoing social attitude, whereas people with a designation of (I) tend to be more reserved and have a seclusive social attitude. A score of (S) signifies a personality consisting of being highly observant of things in the immediate environment, whereas (N) describes a personality that is more introspective or highly imaginative of things seen with the mind's eye. By (T), a person is described to be tough-minded or objective and impersonal with others, while (F) signifies a person who is friendly or sympathetic and personal with others. Lastly, a score of (J) describes an individual that tend to make and keep schedules, whereas a score of (P) describes a person to have the ability to look for alternatives, opportunities, and options.

There were many strengths and weaknesses when using a self-reporting test. The strengths included simple questionnaires that were easy and convenient to complete, a large amount of information was obtained, and the questionnaire was not time consuming (Rubin & Babbie, 1997). The weaknesses of such a questionnaire consisted of lack of researcher availability for questions, some

participants could not complete the questionnaire, and issues relevant to the study could have been overlooked by the researcher (Rubin & Babbie, 1997).

Procedures

Questionnaires were distributed to the various branches of the Department of Children's Services and law enforcement agencies throughout San Bernardino County. The questionnaires were placed in manila envelopes and delivered to each branch office where they were to be placed in each social worker's/law enforcement officer's private mailbox. It was requested from each branch that there was a receptionist assigned to distribute the surveys to each employee. An explanation was included in each manila envelope that explained participation was voluntary and confidential.

Placed in each envelope was the Keirsey Temperament Sorter II (see Appendix A), a demographic data survey (see Appendix B), informed consent form (See Appendix C), a debriefing statement (see Appendix D), and a preaddressed manila envelope with a stamp in order to return the surveys. No participant identifying data appeared on measures or data. The subjects were given thirty days to

complete the survey and returned it in the manila envelope provided.

Protection of Human Subjects

Each participant's anonymity was assured through the procedures described above. Participants were not required to include any identifiable information on either the questionnaire or the demographic survey. An informed consent, in which a participant signed an "X" prior to completing the surveys, was included. Also included was a debriefing statement informing participants regarding the need for counseling services once the survey was completed if such services were needed.

In addition to providing participants with the above information, a request for approval was sought from the Department of Social Work Sub-Committee, under the authority of the Institutional Review Board at California State University, San Bernardino. A request for approval was sought from the Director for the Department of Children's Services of San Bernardino County, Cathy Cimbalo. A request for approval was also sought from the Administrators in charge of law enforcement officers for the various branches in San Bernardino County.

Data Analysis

The present study examined the personality traits of Social Services Practitioners and law enforcement officers employed in San Bernardino County. This was a quantitative study. It consisted of testing three groups, Social Services Practitioner intake workers, Social Services Practitioner carrier workers, and law enforcement officers. It was important that this type of study was quantitative in order to collect data from a large population of participants over a wide area. This study collected data and measured data in numeric form.

The present study used descriptive statistics to describe the study's sample or population (Grinnell, 2001). A non-parametrical statistical test, a Chi-square test, was to determine if Intake social worker's personality traits were more similar to the personality traits of law enforcement officers (Weinbach & Grinnell, 2001).

Summary

In summary, the present study consisted of a quantitative study that measured the self-reporting responses of participants through the use of the Keirsey Temperament Sorter II. The participants were protected

through the use of anonymous questionnaires. It was hypothesized that Social Services Practitioner intake workers employed by DCS of the County of San Bernardino had a tendency to base their work values and subsequent investigations on a law enforcement practice model instead of a social work practice model.

CHAPTER FOUR

RESULTS

Introduction

There were 222 surveys sent to Social Service Practitioner workers, both Intake and Carrier, and of these, 64 were returned. There were 90 surveys sent to Law Enforcement Officers, and of these, 14 were returned. A possible explanation for the low return rate may have been influenced by time constraints. Although a minuscule portion of the questionnaires contained some absent data, none of the questionnaires were omitted due to being significantly incomplete. The following results were based on the 78 surveys returned.

Presentation of the Findings

Univariate analyses were performed originally to establish a baseline value for each valuable, and to describe the most pertinent characteristics of this sample. Means and frequencies were established for all variables. These calculations were performed on the entire sample population, as well as on the three sub groups, police officers, intake and carrier workers, according to job description. It was initially intended that data would be gathered and contrasts made among several categories of

workers. However, the responses provided too small a sub-sample for statistically reliable results. All statistical calculations were quantitative and computed using the SPSS 11.5 program.

The study sample was 32.0 percent male (n=25) and 68.0 percent female (n=53). They ranged in age from 24 years to 66 years, with an average age of 42.35 years. Marital status varied with 24.4 percent single (n=19), 55.1 percent married (n=43), 2.6 percent separated (n=2), 14.1 percent divorced (n=11), 2.6 percent widowed (n=2), and 1.3 percent other (n=1).

The study sample was 65.4 percent Caucasian (n=51), 14.1 percent African-American (n=11), 12.8 percent Hispanic (n=10), 1.3 percent Asian (n=1), and 6.4 percent other (n=5).

The study sample was 18.0 percent Law Enforcement Officers (n=14), 34.6 percent SSP intake workers (n=27), and 47.4 percent SSP carrier workers (n=37). The length of employment for the entire population in their respective positions ranged from 7 months to 31 years and 6 months, with an average of 5 years 9 months. In addition, full time and part time employment status was calculated with 96.2 percent employed full time (n=75) and 3.8 percent employed part time (n=3).

The participants consisted of 14 police officers, 27 intake workers, and 37 carrier workers. The Extroverted/Introverted scores for the three groups were significantly different ($\chi^2=6.658$, $df=2$, $p=.036$) (Table 1). The results indicated that carrier workers and intake workers tended to have "extraverted" personalities, whereas police officers tended to have "introverted" personalities. The results indicated no similarities in this category between intake workers and police officers.

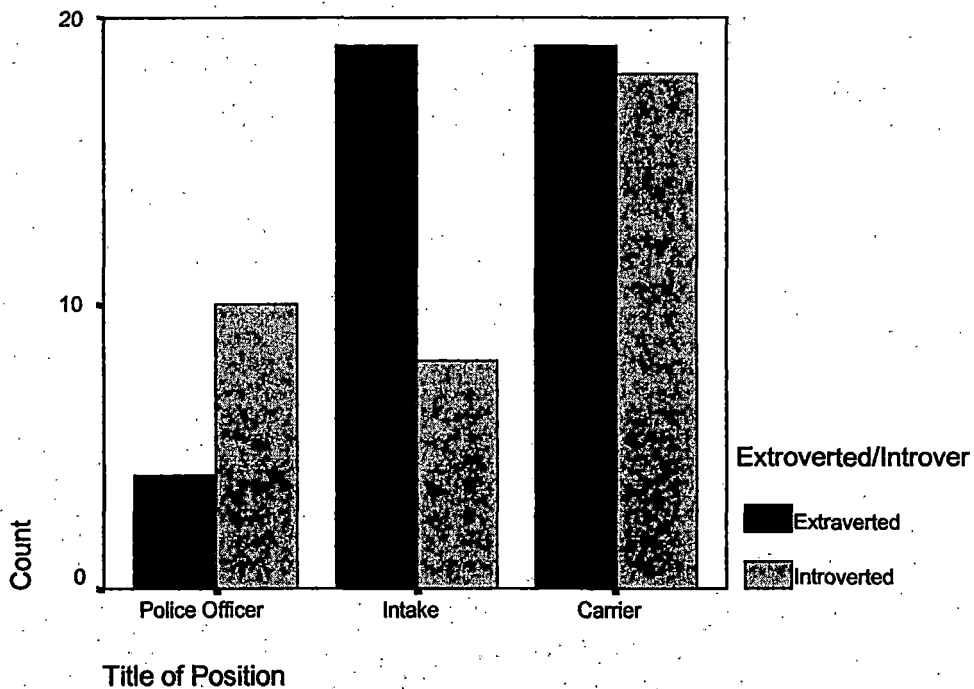


Figure 1. Extroverted/Introverted Per Title

The Sensory/Intuitive scores for the three groups were significantly different ($\chi^2=7.547$, $df=2$, $p=.023$)

(Table 2). The results indicated that all three sub-groups tended to have "sensory" personalities, but there was a tendency for police officers and intake workers to primarily have a sensory personality, whereas carrier workers were more likely to also have an intuitive personality than the other two sub-groups.

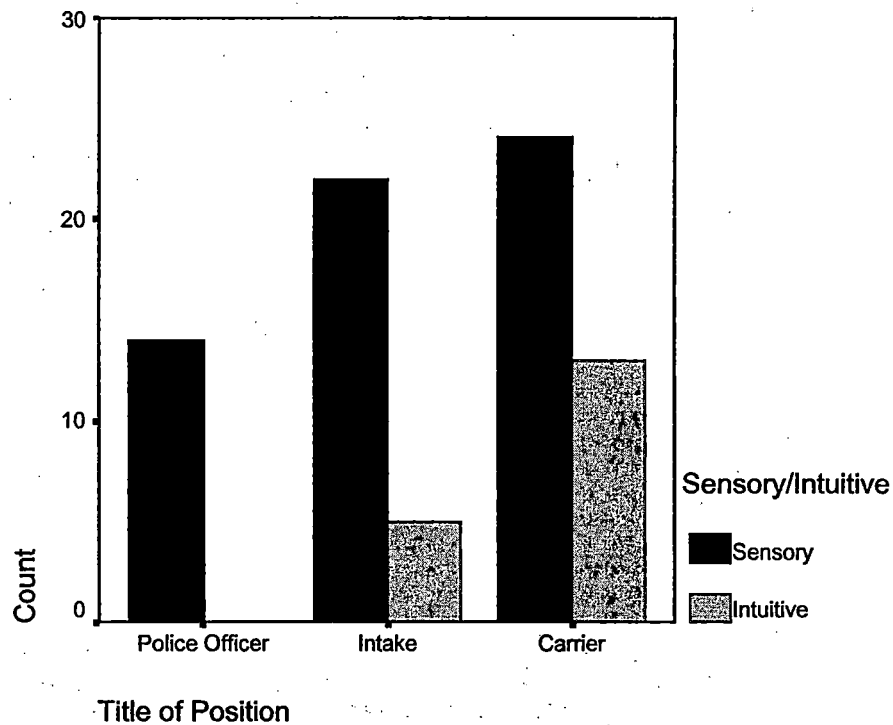


Figure 2. Sensory/Intuitive Per Title

The Thinking/Feeling scores for the three groups were significantly different ($\chi^2=18.037$, $df=2$, $p=.000$) (Table 3). The results indicated that police officers tended to have "thinking" personalities whereas carrier workers tended to have "feeling" personalities. Intake workers

tended to have a combination of "thinking" and "feeling" personalities.

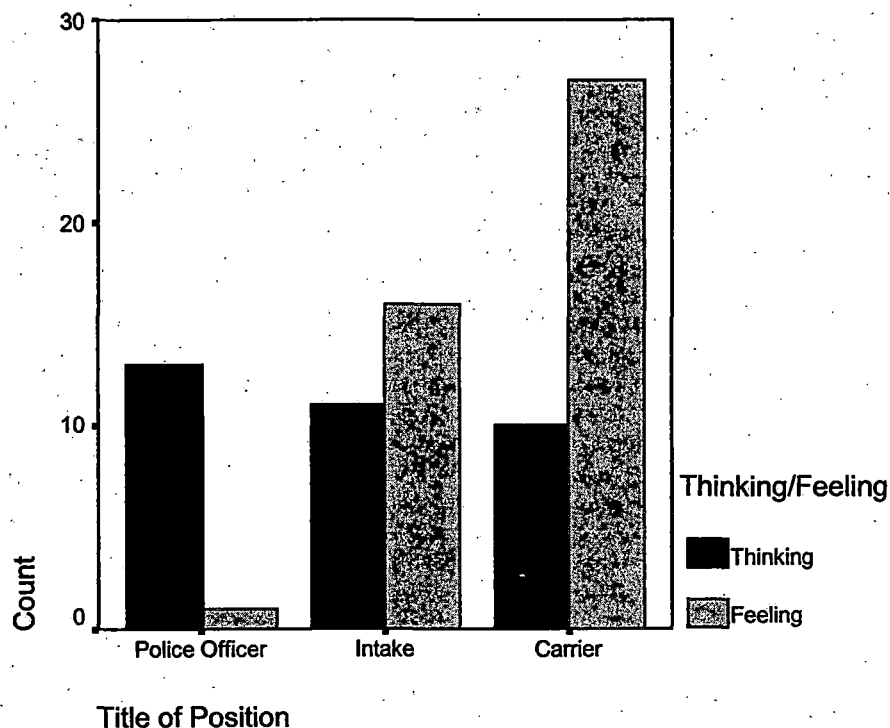


Figure 3. Thinking/Feeling Per Title

The Judging/Perceiving scores for the three groups were significantly different ($X^2=5.017$, $df=2$, $p=.081$) (Table 4). The results indicated that all three sub-groups tended to have a "judging" personality rather than a perceiving personality. The results indicated no difference in the "judging/perceiving" personality, but that the three groups were nearing significance in their combined similarity.

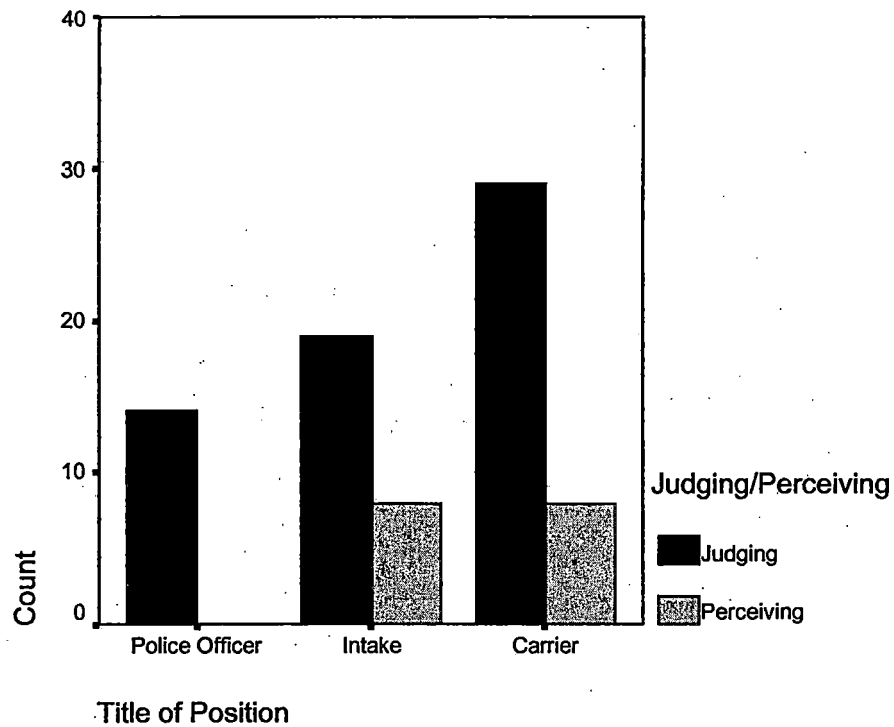


Figure 4. Judging/Perceiving Per Title

The Extroverted/Introverted scores also differed in respect to gender ($X^2=2.838$, $df=1$, $p=.092$) (Table 5). The results indicated that male and female differences were approaching significance regarding having an extroverted/introverted personality. Similar amounts of participants in each group demonstrated either an "extroverted" and "introverted" personality.

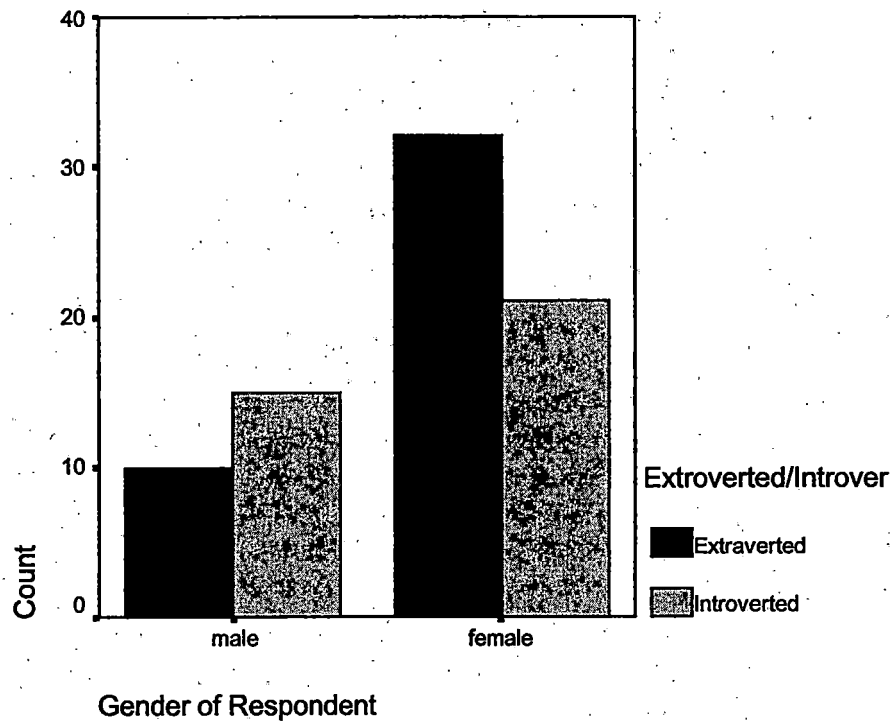


Figure 5. Extraverted/Introverted Per Gender

The Sensory/Intuitive scores for the three groups were significantly different in respect to gender ($X^2=7.543$, $df=1$, $p=.006$) (Table 6). The results indicated that male and female participants were approaching significance in their similarities in regards to having a "sensory" personality. However, the results also indicated that female participants tended to also have a tendency to have an "intuitive" personality, more so than the male participants.

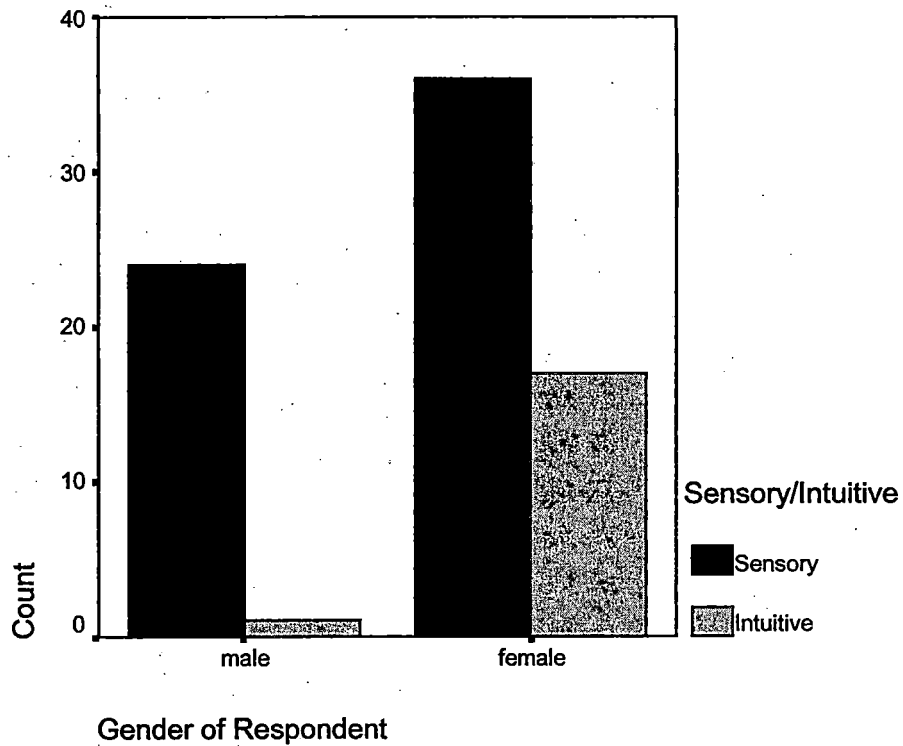


Figure 6. Sensory/Intuitive Per Gender

The Thinking/Feeling scores for the three groups were significantly different in respect to gender ($\chi^2=19.836$, $df=1$, $p=.000$) (Table 7). The results indicated that male participants tended to have a "thinking" personality, whereas female participants tended to have a "feeling" personality.

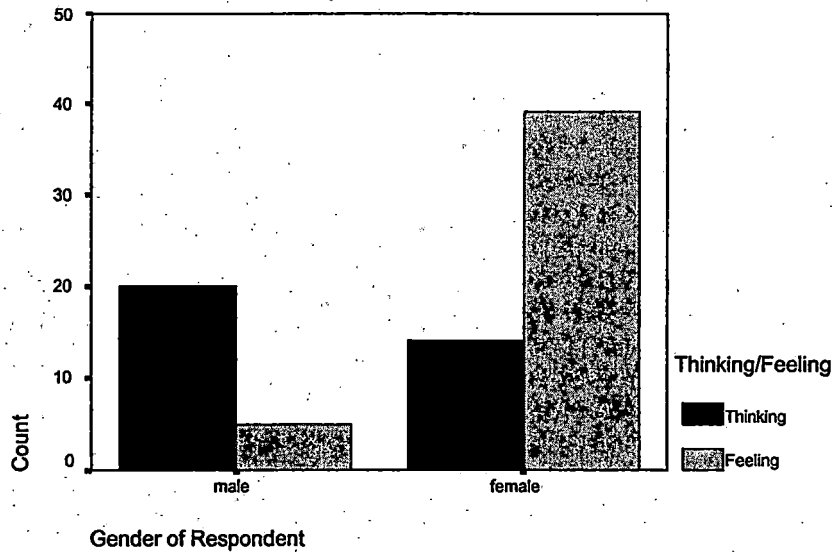


Figure 7. Thinking/Feeling Per Gender

Finally, the Thinking/Feeling scores differed in respect to number of years on the job ($X^2=6.162$, $df=2$, $p=.046$) (Table 8). The results indicated that workers from all three sub-groups tended to have a "feeling" personality, but as time on the job increased, the "feeling" personality was replaced with a tendency to have a "thinking" personality.

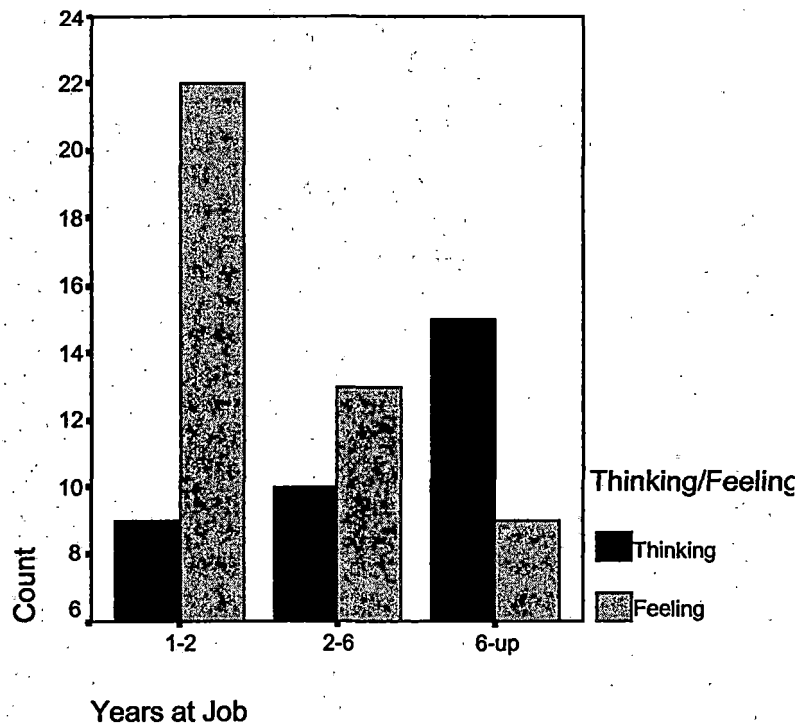


Figure 8. Thinking/Feeling Per Years on Job

Summary

In summary, the three groups that were surveyed were police officers, intake workers and carrier workers employed in the County of San Bernardino. Each group was tested in regards to personality types and the similarities/differences the groups shared. The personality types were broken down into four-subscales: Extraverted/Introverted, Sensory/Intuitive, Thinking/Feeling, and Judging/Perceiving. A chi-square analysis was performed to evaluate any significant findings from the data.

CHAPTER FIVE

DISCUSSION

Introduction

Included in Chapter Five was a presentation of the conclusions gleaned as a result of completing the project. There were some significant results from the data collected. It was shown that carrier workers and intake workers share an "extraverted" personality as opposed to police officers who tended to have an "extroverted" personality. Police officers and intake workers tended to share a "sensory" personality, whereas carrier workers tended to have both with a similar number of carrier workers having either a "sensory" or an "intuitive" personality. Also, there was a significant difference in the number of participants in regards to the Thinking/Feeling category. Police officers tended to have a "thinking" personality, whereas carrier workers tended to have a "feeling" personality. Similarly, intake workers tended to have personalities that fell into either "thinking" or "feeling" categories. Last, there were some significant results in regards to gender and number of years at the respective job positions and the personality sub-scales.

Discussion

The sample population was recruited from San Bernardino County offices, both from the Department of Children's Services and Law Enforcement offices, without requiring participants to designate the office or region in which they are employed.

It was hypothesized that Social Services Practitioner intake workers have a tendency to possess personality traits more similar to a law enforcement influence as compared to that of Social Services Practitioner carrier workers who are less similar to law enforcement. A Chi-square analysis was completed to compare the four-letter designation given to each participant based on the Keirsey Temperament Sorter, with a final analysis comparing the three groups.

It was anticipated that there would be significant differences in scores for the three groups in each of the four categories (Extroverted/Introverted, Sensory/Intuition, Thinking/Feeling, and Judging/Perceiving), with intake workers and police officers showing a tendency to score similar and carrier workers scoring differently than the other two groups.

Although the results of the surveys did not make a clear case that the hypothesis was true, there were some

interesting results in regards to specific personality sub-scales. Police officers scored in the Keirsey Personality Sorter, overwhelmingly, as ISTJ (Introverted, Sensory, Thinking, and Judging). This particular grouping of sub-scales is designated "The Inspector." Inspectors are characterized as decisive, guarding, and dependable.

Intake workers scored in the Keirsey Personality Sorter as ESXJ (Extroverted, Sensory, both Thinking and Feeling, and Judging). In essence, intake workers are a combination of ISTJ ("The Supervisor") and ISFJ ("The Provider"). Supervisors are characterized as rule-enforcers, civic-minded, and sociable, whereas Providers are characterized as helpers who are social and cooperative.

Carrier workers scored in the Keirsey Personality Sorter as XSFJ (Extroverted and Introverted, Sensory, Feeling, and Judging). In essence, carrier workers are a combination of ESFJ ("The Provider") and ISFJ ("The Protector"). Providers are characterized as helpers who are social and cooperative, whereas Protectors are characterized as caring, comforting, and responsible.

The conclusions extracted from the project follows.

1. There were significant differences in regards to personality types concerning police officers and

intake workers. Police officers had a tendency to be introverted, whereas intake workers tended to be extroverted. This result did not support the original hypothesis.

2. Police officers (100.0%) and intake workers (81.5%) had a tendency to have a sensory personality, whereas only (64.9%) of carriers showed a sensory personality. This result did support the hypothesis in that there were similarities between police officers and intake workers in this sub-scale personality.
3. Police officers tended to have a thinking personality, whereas carrier workers had a tendency to have a feeling personality. Intake workers showed a tendency for either a thinking or feeling personality. Though this did not clearly support the hypothesis, the data did indicate that intake workers tended to score between the scores of police officers and carrier workers.
4. Though more males showed a slight tendency to be more introverted than females, both groups had similar numbers of participants that were either extroverted or introverted. This demonstrated

that there were no significant differences between male and female participants in regards to this sub-scale personality.

5. Both male and female participants showed a tendency to have a sensory personality, but female participants showed a greater number of participants that were intuitive than their male counterparts.
6. Male participants showed a tendency to have a thinking personality, whereas female participants showed a tendency to have a feeling personality.
7. The amount of time that all three groups spent at their employment appeared to influence whether they had a thinking or feeling personality. Newer workers tended to have a feeling personality, whereas workers with more time on the job tended to have a thinking personality. This may be due to the type of work each does, and after a significant amount of time on the job, many functions become rote.

Limitations

The following limitations apply to the project:

1. The primary limitation in regards to this project was the limited amount of returned surveys. This sample may not have been completely representative of the population.
2. The surveys were only given to participants that were employed in San Bernardino County and may not be representative of the greater population.
3. Limitations to data analysis may have occurred due to only one researcher testing for reliability and validity.
4. Reliability and validity are difficult to assure based on participants completing a self-evaluating questionnaire, and such surveys may not be accurate.

Recommendations for Social Work Practice, Policy and Research

Though the present study showed some differences and similarities between the three groups tested, police officers, intake workers and carrier workers, further research is needed to evaluate if the investigative work currently done by the Department of Children's Services should be delegated to the local law enforcement offices.

Future research should concentrate on client opinion and feelings regarding investigations and services that are provided by DCS and how these opinions and feelings influence client success rates.

In addition, programs that do have the investigative part of child protection done by law enforcement offices other than DCS should be evaluated for success rates for family reunification. Also, future research can evaluate the personalities of carrier and intake workers prior to job placement in order to place these employees in positions more suited to their personality.

Conclusions

The conclusions extracted from the project follows.

1. There do appear to be some significant differences and similarities between law enforcement officers, DCS intake and carrier workers.
2. Intake workers appear to be a "link" in regards to personality between law enforcement officers and carrier workers.
3. Police officers were overwhelmingly categorized "Inspectors" (ISTJ), whereas both the intake and

carrier workers tended to be split into two separate groups.

4. Intake and carrier workers shared some personality traits, such as being extroverted and feeling, that were not shared with police officers.
5. Police officers and intake workers shared one personality trait that they did not share with carrier workers, the trait of "thinking."
6. All three groups shared the personality traits of being sensory and judging, though police officers and intake workers tended to be more similar in regards to sensory.

APPENDIX A
QUESTIONNAIRE

The Keirsey Temperament Sorter II

On the statements below, finish the sentence using either a or b and put a check mark on the proper space provided in front of that letter. There are no right or wrong answers.

- 1) **When the phone rings do you**
 (a) hurry to get to it first
 (b) hope someone else will answer
- 2) **Are you more**
 (a) observant than introspective
 (b) introspective than observant
- 3) **Is it worse to**
 (a) have your head in the clouds
 (b) be in a rut
- 4) **With people are you usually more**
 (a) firm than gentle
 (b) gentle than firm
- 5) **Are you more comfortable in making**
 (a) critical judgments
 (b) value judgments
- 6) **Is clutter in the workplace something you**
 (a) take time to straighten up
 (b) tolerate pretty well
- 7) **Is it your way to**
 (a) make up your mind quickly
 (b) pick and choose at some length
- 8) **Waiting in line, do you often**
 (a) chat with others
 (b) stick to business
- 9) **Are you more**
 (a) sensible than ideational
 (b) ideational than sensible
- 10) **Are you more interested in**
 (a) what is actual
 (b) what is possible

- 11) In making up your mind are you more likely to go by
___ (a) data
___ (b) desires
- 12) In sizing up others do you tend to be
___ (a) objective and impersonal
___ (b) friendly and personal
- 13) Do you prefer contracts to be
___ (a) signed, sealed and delivered
___ (b) settled on a handshake

- 14) Are you more satisfied having
___ (a) a finished project
___ (b) work in progress
- 15) At a party, do you
___ (a) interact with many, even strangers
___ (b) interact with a few friends
- 16) Do you tend to be more
___ (a) factual than speculative
___ (b) speculative than factual
- 17) Do you like writers who
___ (a) say what they mean
___ (b) use metaphors and symbolism
- 18) Which appeals to you more:
___ (a) consistency of thought
___ (b) harmonious relationships
- 19) If you must disappoint someone are you usually
___ (a) frank and straightforward
___ (b) warm and considerate
- 20) On the job do you want your activities
___ (a) scheduled
___ (b) unscheduled
- 21) Do you more often prefer
___ (a) final, unalterable statements
___ (b) tentative, preliminary statements

- 22) **Does interacting with strangers**
___ (a) energize you
___ (b) tax you reserves
- 23) **Facts**
___ (a) speak for themselves
___ (b) illustrate principles
- 24) **Do you find visionaries and theorists**
___ (a) somewhat annoying
___ (b) rather fascinating
- 25) **In a heated discussion, do you**
___ (a) stick to your guns
___ (b) look for common ground
- 26) **Is it better to be**
___ (a) just
___ (b) merciful
- 27) **At work, is it more natural for you to**
___ (a) point out mistakes
___ (b) try to please others
- 28) **Are you more comfortable**
___ (a) after a decision
___ (b) before a decision
- 29) **Do you tend to**
___ (a) say right out what's on your mind
___ (b) keep your ears open
- 30) **Common sense is**
___ (a) usually reliable
___ (b) frequently questionable
- 31) **Children often do not**
___ (a) make themselves useful enough
___ (b) exercise their fantasy enough
- 32) **When in charge of others do you tend to be**
___ (a) firm and unbending
___ (b) forgiving and lenient

- 33) Are you more often
___ (a) a cool-headed person
___ (b) a warm-hearted person
- 34) Are you prone to
___ (a) nailing things down
___ (b) exploring the possibilities
- 35) In most situations are you more
___ (a) deliberate than spontaneous
___ (b) spontaneous than deliberate
- 36) Do you think of yourself as more
___ (a) an outgoing person
___ (b) a private person
- 37) Are you more frequently
___ (a) a practical sort of person
___ (b) a fanciful sort of person
- 38) Do you speak more in
___ (a) particulars than generalities
___ (b) generalities than particulars
- 39) Which is more of a compliment:
___ (a) "There's a logical person"
___ (b) "There's a sentimental person"
- 40) Which rules you more
___ (a) your thoughts
___ (b) your feelings
- 41) When finishing a job, do you like to
___ (a) tie up all the loose ends
___ (b) move on to something new
- 42) Do you prefer to work
___ (a) to deadlines
___ (b) just whenever
- 43) Are you the kind of person who
___ (a) is rather talkative
___ (b) doesn't miss much

- 44) Are you inclined to take what is said
___ (a) more literally
___ (b) more figuratively
- 45) Do you more often see
___ (a) what's right in front of you
___ (b) what can only be imagined
- 46) Is it worse to be
___ (a) a softy
___ (b) hard-nosed
- 47) In trying circumstances are you sometimes
___ (a) too unsympathetic
___ (b) too sympathetic
- 48) Do you tend to choose
___ (a) rather carefully
___ (b) somewhat impulsively
- 49) Are you inclined to be more
___ (a) hurried than leisurely
___ (b) leisurely and hurried
- 50) At work do you tend to
___ (a) be sociably with your colleagues
___ (b) keep more to yourself
- 51) Are you more likely to trust
___ (a) your experiences
___ (b) your conceptions
- 52) Are you more inclined to feel
___ (a) down to earth
___ (b) somewhat removed
- 53) Do you think of yourself as a
___ (a) tough-minded person
___ (b) tender-hearted person
- 54) Do you value in yourself more that you are
___ (a) reasonable
___ (b) devoted

- 55) Do you usually want things
___ (a) settled and decided
___ (b) just penciled in
- 56) Would you say you were more
___ (a) serious and determined
___ (b) easy going
- 57) Do you consider yourself
___ (a) a good conversationalist
___ (b) a good listener
- 58) Do you prize in yourself
___ (a) a strong hold on reality
___ (b) a vivid imagination
- 59) Are you drawn more to
___ (a) fundamentals
___ (b) overtones
- 60) Which seems the greater fault:
___ (a) to be too compassionate
___ (b) to be too discompassionate
- 61) Are you swayed more by
___ (a) convincing evidence
___ (b) a touching appeal
- 62) Do you feel better about
___ (a) coming to closure
___ (b) keeping your options open
- 63) Is it preferably mostly to
___ (a) make sure things are arranged
___ (b) just let things happen naturally
- 64) Are you inclined to be
___ (a) easy to approach
___ (b) somewhat reserved
- 65) In stories do you prefer
___ (a) action and adventure
___ (b) fantasy and heroism

- 66) **Is it easier for you to**
___ (a) put others to good use
___ (b) identify with others
- 67) **Which do you wish more for yourself:**
___ (a) strength of will
___ (b) strength of emotion
- 68) **Do you see yourself as basically**
___ (a) thick-skinned
___ (b) thin-skinned
- 69) **Do you tend to notice**
___ (a) disorderliness
___ (b) opportunities for change
- 70) **Are you more**
___ (a) routinized than whimsical
___ (b) whimsical than routinized

APPENDIX B
INFORMED CONSENT

Informed Consent

I am volunteering to participate as a participant in this study. I understand that the purpose of this study is to investigate personality differences between social workers at the Department of Children's Services and Law Enforcement Officers who are employed in the County of San Bernardino so that departments will have a better understanding of those differences. I understand that this study is being conducted by Don Kelly, MSW student, under the supervision of Rosemary McCaslin, Ph.D., A.C.S.W., Professor of Social Work at California State University, San Bernardino, as a Master's thesis project and has been approved by the Department of Social Work Sub-Committee of the Institutional Review Board, CSUSB.

I understand that I will be asked to complete questions about my perceptions of myself. I understand that the process of completing these surveys will take approximately 40 minutes.

I understand that my name will NOT be included on this survey, and that my anonymity will be maintained at all times. I understand that my participation in this study is voluntary and that I may refuse to answer all the questions asked and that I may withdraw from the study at any time without penalty.

I understand that the first survey consist of a demographic questionnaire that asks questions pertaining to my gender, age, ethnicity, marital status, number of children and employment status and position. I also understand that the second survey consists of 70 questions based on my perceptions of my personality. I understand that this survey measures healthy personality traits and in no way will be used to diagnose personality defects.

I understand that all data collected in this study will be treated confidentiality. I understand that my name or information will not be released to the public or to any Department of Public Social Services or Law Enforcement Agency. I understand that the results of this study may be published with the provision that my personal information will be withheld.

I understand by marking an "X" below, I choose to participate in this study. I understand that I am to detach the informed consent form attached to the

demographic questionnaire and personality survey and keep this for my records, leaving the permission section with the study. I understand that once I have completed the survey and questionnaire, I have been provided a pre-stamped envelope to return the surveys to the researcher.

I understand that should I have any questions regarding this survey, I can contact Rosemary McCaslin, Ph.D., A.C.S.W., in the Social Work Department at California State University San Bernardino at (909) 880-5507, or Don Kelly at (760) 243-6684.

Please attach this permission section with survey

I acknowledge that I have been informed of and understand the nature and purpose of this study. I freely consent to participate in the above study and that I am at least 18 years of age, and fully understand that my participation is voluntary.

I give my consent to participate in this study by placing an "X" in the space provided below:

Date _____ "X" here _____

Thank you for your consideration in participating in this study,

Don Kelly, MSW student
Rosemary McCaslin, Ph.D., A.C.S.W., Research Advisor

APPENDIX C
DEBRIEFING STATEMENT

Debriefing Statement

Thank you for participating in this study. Your participation and contribution to this study is greatly appreciated. The purpose of this study is to explore the personality differences between three groups: Social Services Practitioner Intake and Carrier Workers and Law Enforcement Officers in the County of San Bernardino. It is hoped that the results of this study will provide greater insight of worker personality and duty preference and how this can increase DCS client success.

The questions in this survey are of a personal nature. Please feel free to express any feelings or concerns you might have in regards to have participated in this survey. The answers you have provided and any thoughts you may want to relay will be kept in the strictest confidence. It is also asked that you do not discuss the nature or content of this study with other participants.

If you have any questions, concerns, or are interested in the results of this study, in the please contact Don Kelly at (760) 243-6684 or Rosemary McCaslin, Ph.D., A.C.S.W. at (909) 880-5507. The results of this study can also be available June 2003 in the Phau Library at California State University, San Bernardino. In addition, if you find that you need to talk about any emotions or concerns that may have arised during your participation in this study, you may contact the CSUSB counseling center at (909) 880-5040.

Please place the demographic questionnaire and personality survey along with the permission section of the Informed Consent in the accompanied pre-stamped envelope provided and mail to the researcher addressed. Thank you for your time and consideration in this project.

APPENDIX D
DEMOGRAPHICS

APPENDIX E
APPROVAL LETTER FROM THE
DEPARTMENT OF CHILDREN'S
SERVICES

DEPARTMENT OF CHILDREN'S SERVICES

150 South Lane Road • San Bernardino, CA 92415-0515



**COUNTY OF SAN BERNARDINO
HUMAN SERVICES SYSTEM**

CATHY CIMBALO
Director

January 27, 2003

Dr. Teresa Morris
California State University San Bernardino
Department of Social Work
5500 University Parkway
San Bernardino, CA 92407-2397

This letter serves as notification to the Department of Social Work at the California State University, San Bernardino, that Don Kelly has obtained consent from the Department of Children's Services (DCS) of San Bernardino County, to conduct the research project "Do DCS intake social workers base their values and decision making on a law enforcement or a social work practice model?"

This letter also serves as notification to the Department of Social Work that the Department of Children's Services, San Bernardino County, is giving consent to allow DCS staff to participate in this research project.

If you have any questions regarding this letter of consent, you may contact Don Kelly at (760) 243-6684.

Sincerely,

A handwritten signature in cursive script that reads "Cathy Cimbalo".

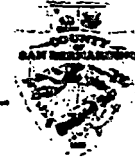
Cathy Cimbalo
Director

CC/amr

APPENDIX F
APPROVAL LETTER FROM THE
SHERIFF'S DEPARTMENT



GARY PENROD, SHERIFF



January 23, 2003

Dr. Teresa Morris
California State University San Bernardino
Department of Social Work
5500 University Parkway
San Bernardino, CA 91407-2397

This letter serves a notification to the Department of Social Work at California State University, San Bernardino, that Don Kelly has obtained consent from the San Bernardino County Sheriff's Department, Victorville City Station to conduct the research project titled "Do DCS intake social workers base their values and decision making on a law enforcement or a social work practice model."

This letter also serves as notification to the Department of Social Work that the San Bernardino County Sheriff's Department is giving consent to allow the San Bernardino County Sheriff's Department staff to participate in this research project.

If you have any questions regarding this letter of consent, you may contact Don Kelly at (760) 243-6684.

Glen Pratt, Captain

SAN BERNARDINO COUNTY SHERIFF'S DEPARTMENT
655 East Third Street • San Bernardino, California 92415-0061 Post Office Box 569 • San Bernardino, California 92402-0569

APPENDIX G

TABLES

Table 1. Title of Position * Extroverted/Introverted

Crosstab

| | | | Extroverted/Introverted | | Total |
|-------------------|----------------|----------------|-------------------------|-------------|-------|
| | | | Extroverted | Introverted | |
| Title of Position | Police Officer | Count | 4 | 10 | 14 |
| | | Expected Count | 7.5 | 6.5 | 14.0 |
| | Intake | Count | 19 | 8 | 27 |
| | | Expected Count | 14.5 | 12.5 | 27.0 |
| | Carrier | Count | 19 | 18 | 37 |
| | | Expected Count | 19.9 | 17.1 | 37.0 |
| Total | Count | 42 | 36 | 78 | |
| | Expected Count | 42.0 | 36.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 6.658 ^a | 2 | .036 |
| Likelihood Ratio | 6.836 | 2 | .033 |
| Linear-by-Linear Association | .614 | 1 | .433 |
| N of Valid Cases | 78 | | |

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.46.

Table 2. Title of Position * Sensory/Intuitive

Crosstab

| | | | Sensory/Intuitive | | Total |
|-------------------|----------------|----------------|-------------------|-----------|-------|
| | | | Sensory | Intuitive | |
| Title of Position | Police Officer | Count | 14 | 0 | 14 |
| | | Expected Count | 10.8 | 3.2 | 14.0 |
| | Intake | Count | 22 | 5 | 27 |
| | | Expected Count | 20.8 | 6.2 | 27.0 |
| | Carrier | Count | 24 | 13 | 37 |
| | | Expected Count | 28.5 | 8.5 | 37.0 |
| Total | Count | 60 | 18 | 78 | |
| | Expected Count | 60.0 | 18.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 7.547 ^a | 2 | .023 |
| Likelihood Ratio | 10.424 | 2 | .005 |
| Linear-by-Linear Association | 7.442 | 1 | .006 |
| N of Valid Cases | 78 | | |

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.23.

Table 3. Title of Position * Thinking/Feeling

Crosstab

| | | | Thinking/Feeling | | Total |
|-------------------|----------------|----------------|------------------|---------|-------|
| | | | Thinking | Feeling | |
| Title of Position | Police Officer | Count | 13 | 1 | 14 |
| | | Expected Count | 6.1 | 7.9 | 14.0 |
| | Intake | Count | 11 | 16 | 27 |
| | | Expected Count | 11.8 | 15.2 | 27.0 |
| | Carrier | Count | 10 | 27 | 37 |
| | | Expected Count | 16.1 | 20.9 | 37.0 |
| Total | Count | 34 | 44 | 78 | |
| | Expected Count | 34.0 | 44.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 18.037 ^a | 2 | .000 |
| Likelihood Ratio | 19.961 | 2 | .000 |
| Linear-by-Linear Association | 15.405 | 1 | .000 |
| N of Valid Cases | 78 | | |

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.10.

Table 4. Title of Position * Judging/Perceiving

Crosstab

| | | | Judging/Perceiving | | Total |
|-------------------|----------------|----------------|--------------------|------------|-------|
| | | | Judging | Perceiving | |
| Title of Position | Police Officer | Count | 14 | 0 | 14 |
| | | Expected Count | 11.1 | 2.9 | 14.0 |
| | Intake | Count | 19 | 8 | 27 |
| | | Expected Count | 21.5 | 5.5 | 27.0 |
| | Carrier | Count | 29 | 8 | 37 |
| | | Expected Count | 29.4 | 7.6 | 37.0 |
| Total | | Count | 62 | 16 | 78 |
| | | Expected Count | 62.0 | 16.0 | 78.0 |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 5.017 ^a | 2 | .081 |
| Likelihood Ratio | 7.710 | 2 | .021 |
| Linear-by-Linear Association | 1.475 | 1 | .225 |
| N of Valid Cases | 78 | | |

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.87.

Table 5. Gender of Respondent * Extroverted/Introverted

Crosstab

| | | | Extroverted/Introverted | | Total |
|----------------------|----------------|----------------|-------------------------|-------------|-------|
| | | | Extroverted | Introverted | |
| Gender of Respondent | male | Count | 10 | 15 | 25 |
| | | Expected Count | 13.5 | 11.5 | 25.0 |
| | female | Count | 32 | 21 | 53 |
| | | Expected Count | 28.5 | 24.5 | 53.0 |
| Total | Count | 42 | 36 | 78 | |
| | Expected Count | 42.0 | 36.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|--------------------|----|--------------------------|-------------------------|-------------------------|
| Pearson Chi-Square | 2.838 ^b | 1 | .092 | | |
| Continuity Correction ^a | 2.078 | 1 | .149 | | |
| Likelihood Ratio | 2.844 | 1 | .092 | | |
| Fisher's Exact Test | | | | .144 | .075 |
| Linear-by-Linear Association | 2.802 | 1 | .094 | | |
| N of Valid Cases | 78 | | | | |

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.54.

Table 6. Gender of Respondent * Sensory/Intuitive

Crosstab

| | | | Sensory/Intuitive | | Total |
|----------------------|----------------|----------------|-------------------|-----------|-------|
| | | | Sensory | Intuitive | |
| Gender of Respondent | male | Count | 24 | 1 | 25 |
| | | Expected Count | 19.2 | 5.8 | 25.0 |
| | female | Count | 36 | 17 | 53 |
| | | Expected Count | 40.8 | 12.2 | 53.0 |
| Total | Count | 60 | 18 | 78 | |
| | Expected Count | 60.0 | 18.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|--------------------|----|--------------------------|-------------------------|-------------------------|
| Pearson Chi-Square | 7.543 ^b | 1 | .006 | | |
| Continuity Correction ^a | 6.044 | 1 | .014 | | |
| Likelihood Ratio | 9.366 | 1 | .002 | | |
| Fisher's Exact Test | | | | .008 | .004 |
| Linear-by-Linear Association | 7.446 | 1 | .006 | | |
| N of Valid Cases | 78 | | | | |

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.77.

Table 7. Gender of Respondent * Thinking/Feeling

Crosstab

| | | | Thinking/Feeling | | Total |
|----------------------|----------------|----------------|------------------|---------|-------|
| | | | Thinking | Feeling | |
| Gender of Respondent | male | Count | 20 | 5 | 25 |
| | | Expected Count | 10.9 | 14.1 | 25.0 |
| | female | Count | 14 | 39 | 53 |
| | | Expected Count | 23.1 | 29.9 | 53.0 |
| Total | Count | 34 | 44 | 78 | |
| | Expected Count | 34.0 | 44.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|---------------------|----|--------------------------|-------------------------|-------------------------|
| Pearson Chi-Square | 19.836 ^b | 1 | .000 | | |
| Continuity Correction ^a | 17.717 | 1 | .000 | | |
| Likelihood Ratio | 20.626 | 1 | .000 | | |
| Fisher's Exact Test | | | | .000 | .000 |
| Linear-by-Linear Association | 19.582 | 1 | .000 | | |
| N of Valid Cases | 78 | | | | |

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.90.

Table 8. Years at Job * Thinking/Feeling

Crosstab

| | | | Thinking/Feeling | | Total |
|--------------|----------------|----------------|------------------|---------|-------|
| | | | Thinking | Feeling | |
| Years at Job | 1-2 | Count | 9 | 22 | 31 |
| | | Expected Count | 13.5 | 17.5 | 31.0 |
| | 2-6 | Count | 10 | 13 | 23 |
| | | Expected Count | 10.0 | 13.0 | 23.0 |
| | 6-up | Count | 15 | 9 | 24 |
| | | Expected Count | 10.5 | 13.5 | 24.0 |
| Total | Count | 34 | 44 | 78 | |
| | Expected Count | 34.0 | 44.0 | 78.0 | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 6.162 ^a | 2 | .046 |
| Likelihood Ratio | 6.247 | 2 | .044 |
| Linear-by-Linear Association | 6.049 | 1 | .014 |
| N of Valid Cases | 78 | | |

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.03.

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