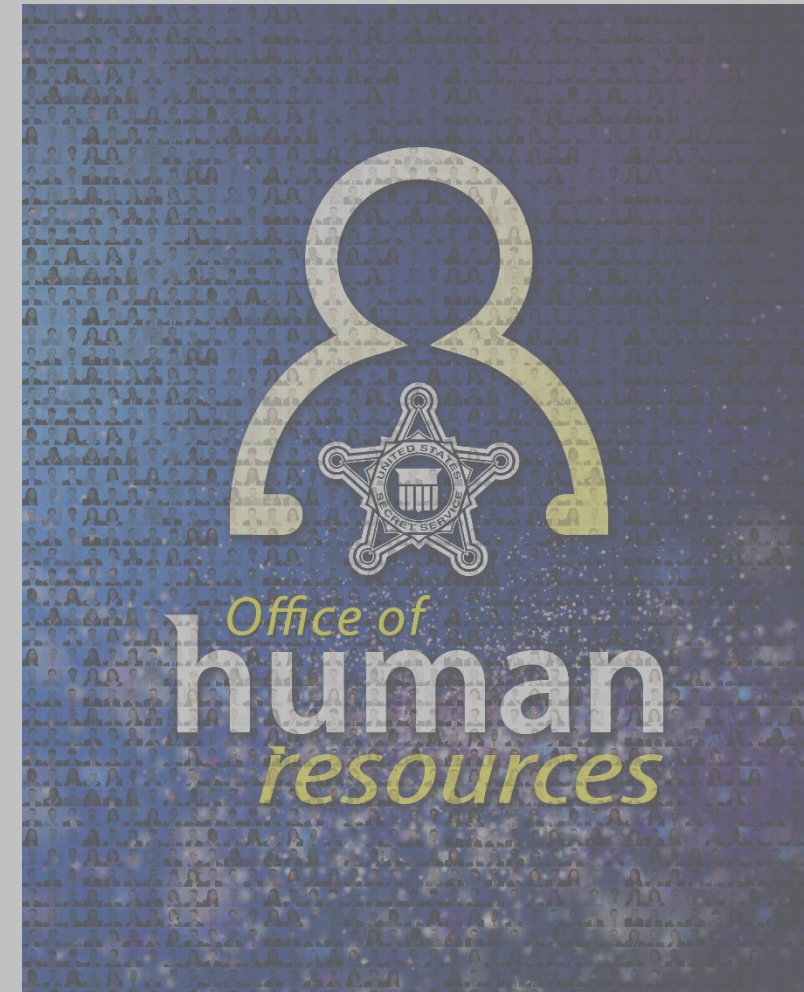




IPAC 2018

Maximizing the Effectiveness of Realistic Job Preview (RJP) for Multi-Hurdle Hiring Process within the United States Secret Service





How is Your Agency Perceived?





Applicant Perceptions



- Applicants may have pre-existing perceptions of the aspects of law enforcement within the United States Secret Service (USSS).
- Applicants have historically underestimated the physical fitness requirements
- Applicants may misperceive the day-to-day work demands



Realistic Job Previews



- Inflated job expectations yields employees who are more likely to become dissatisfied with their jobs and more likely to quit than employees who had more accurate expectations. (Breaugh & Starke, 2000)
- Small, accurate and realistic RJPs are associated with consistent increases in employee retention. (Rynes & Cable, 2003)



RJPs in Law Enforcement



- Examples of daily duties and responsibilities
- Realistic vignettes, interviews, and commentaries
- Candid descriptions of job duties by supervisors
- Ride-along



Goal of RJPs



Citation: Phillips, 1998



RJPs in USSS



- In 2015 the USSS began the practice of administering RJPs as part of the Special Agent and Uniformed Division Pre Employment Review (SUPER).
- RJPs are delivered in-person; either one-on-one or in a group setting



RJPs in USSS



- Structured Topics:
 1. Hiring Process
 2. Top Secret Security Clearance
 3. Training
 4. Working Conditions
 5. Physical Fitness
 6. Work Scheduling, Leave, and Overtime
 7. Drug, Alcohol, and Integrity Policies
 8. Serious Crimes (Read Verbatim)
 9. Briefing Conclusion (Read Verbatim)

- Non-Structured content within each topic (with the exception of topics 8 & 9)



RJPs in USSS



- Exit Survey “Do you believe the information you received prior to being hired accurately reflected your duties?”
 - No significant differences on pre-2015 (M=24.00, SD=10.5) and 2015 and after responses (M=23.36, SD=11.76) exit survey responses.

- Data considerations:
 - 2015 and after data contains ALL exit surveys, not just those who received the RJP.
 - Exit survey participation



RJPs in USSS



- Delivery methods (individual vs. group setting),
- Content (degree which the RJP focuses on the critical aspects of the job versus the more mundane, typical aspects of the position).



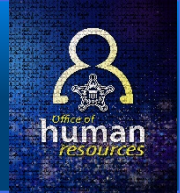
RJPs in USSS



- Video Format
- More informational than interactive
- Focus on day-to-day activities



Questions





References



- Breugh, J.A. & Starke, M. (2000). Research on Employee Recruitment: So Many Studies, So Many Remaining Questions. *Journal of Management*, 26(3).
- Phillips, J. M. (1998). Effects of Realistic Job Previews on Multiple Organizational Outcomes: A Meta-Analysis. *Academy of Management Journal*, 41(6).
- Rynes, S.L. & Cable, D. M. (2003). *Handbook of Psychology, Industrial and Organizational Psychology*. Hoboken, New Jersey: John Wiley & Sons, Inc.