



PROFESSIONAL LEVERAGE
INCORPORATED

~ A PROFESSIONAL CORPORATION ~

PSYCHOLOGICAL SUITABILITY EVALUATION

Last Name: Martin (Sample) First Name: Charles M.I. J.
Social Security Number: 012-34-5678 Date of Birth: 09/14/1965
Agency Applying To: Weld County Sheriff's Dept Position: Detention Deputy
Date of Evaluation: 01/12/2005 Date of Report: 01/12/2005

The information contained in this report is considered sensitive and confidential. It should not be communicated or distributed to anyone other than those people directly involved in the hiring process.

The purpose of this Psychological Suitability Evaluation is, given that the applicant was extended a conditional job offer, to evaluate the person's psychological and emotional suitability for this position. This is done by reviewing the applicant's history and behavioral or personality traits from information gained through self-report, written testing, a face-to-face interview, and interviews with collateral sources as needed. Patterns or themes identified through this process are then compared with the essential job requirements of a specific position. Since much of the information that this evaluation is based upon was taken from the applicant's self-report, the agency is advised to verify information through other sources during the background investigation.

This Psychological Suitability Evaluation should only comprise one part of the agency's hiring process and decision. A Summary Rating and Areas for Investigation are provided to serve as guides for the hiring authority, background investigators, polygraphers, and others involved in the pre-employment screening process. The Psychological Suitability Evaluation should be a source for hypotheses to be reviewed in conjunction with data gathered through other stages of the hiring process which confirm and/or disconfirm them.

Note that the Psychological Suitability Evaluation covers the applicant's history of substance abuse, mental health diagnoses, or mental health and substance abuse treatment. The Americans with Disabilities Act (ADA) and Health Information Portability and Accountability Act (HIPAA) require that medical/psychological or health information be stored in a secure location, separate from the employee's personnel file and any file used for health insurance purposes. Access to this information should be limited.

SUMMARY RATING

A. Suited

The applicant's background, testing, and interview behavior reveal traits which are apt to make a positive contribution to this agency in this position at this time. Though some areas may be revealed that could require additional training or that suggest potential difficulties, these are not expected to be significantly problematic. Based on the information available, the applicant is found psychologically fit for this position at this time.

B. Conditionally Suited

Though the applicant's background, testing, and interview reveal positive traits, concerns are raised that will require additional investigation through other phases of the hiring process. It is suggested that these areas be reviewed to the satisfaction of the agency. However, based upon the information available, the applicant meets the minimum requirements of being psychologically fit for this position at this time.

C. Poorly Suited

Concerns are raised by the applicant's background, testing, and/or interview; the areas of concern are inconsistent with the essential duties of this position at this time. The details of the identified problems are described in the body of this report, and the applicant is not found to be psychologically fit for this position at this time.

EVALUATION SUMMARY

Charles Martin reports an unstable work history in construction since discharging from the USMC in 1991. He has been unemployed for the past six months, and admits that he filed this current application for Detention Deputy at West County SD only in order to meet the requirements for collecting unemployment. Further, he admittedly has done "nothing" to prepare for a career in the field of law enforcement/corrections. This self-described lack of interest and motivation for this position is noteworthy. Mr. Martin also describes a history rife with examples of poor reliability and commitment; he describes his current financial management situation as "horrible" because he is "living beyond my bank account," has driven without insurance for extended periods at least four times in his life, has quit without notice from at least three jobs, was disciplined for going AWOL in the military, and was arrested on an FTA warrant in 1999 for an unpaid traffic ticket. Testing reveals this same lack of dependability. Mr. Martin's ongoing pattern of driving after drinking when he was likely over the legal limit, stealing from employers, and using marijuana as recently as 10/2003 fail to demonstrate the ability to keep his behavior in compliance.

The applicant also provided false information on the written materials for this evaluation, denying any history of a psychological disorder/diagnosis or any treatment for a similar issue and in turn demonstrating a lack of the integrity required of this position. Mr. Martin's reported diagnosis with Combat-Related Post Traumatic Stress Disorder is not the issue of greatest concern. Rather, it is his demonstrated lack of the

self-control and composure required of this position; he admits to jumping out of a running vehicle as recently as one week prior to this evaluation when another vehicle's backfire reminded him of wartime combat. The applicant describes other behaviors, such as avoiding darkened areas and resolving conflict or confrontation with violence, which are inconsistent with the required duties of this position. Given that he refuses to take steps to change the impact of these behaviors on his daily living, no reasonable accommodation is apparent to this examiner. Based on this information, Mr. Martin is found Poorly Suited for this position at this time.

AREAS FOR INVESTIGATION

Level of concern:

- High Moderate Low **Communication Skills:** *Is able to share ideas, directives, and information with others effectively. Demonstrates acceptable written and oral communication skills.*

The applicant's writing shows spelling and grammatical errors. Additional training in this area may be needed in order to meet the report writing requirements of this agency.

- High Moderate Low **Interpersonal Behavior:** *Is cooperative and pleasant, yet can take charge effectively when appropriate. Interacts with others in a personable, professional manner. Can work with people from diverse backgrounds in a positive style.*

Mr. Martin's unprofessional presentation for this interview, his self-described distrust of other people, and his testing are all consistent in suggesting that he may have problems interacting with others in a positive manner.

- High Moderate Low **Openness to Feedback:** *Accepts corrective feedback and uses it as a learning tool. Refrains from becoming defensive or over-reacting to criticism.*

The applicant's failure to provide thorough and accurate information on the written materials for this evaluation demonstrates an unwillingness to admit to and learn from personal faults or mistakes. Testing also indicates that he may become angry and agitated when criticized. This area would require additional review.

- High Moderate Low **Reliability:** *Reports to work on time and as scheduled. Meets deadlines and obligations. Shows dependability.*

Multiple indicators of poor reliability, commitment, and follow-through were revealed by this evaluation. Mr. Martin's financial management problems, quitting without notice from at least three jobs, disciplinary action for going AWOL in the military, arrest on an FTA warrant because he forgot to pay a citation, and testing all indicate that he fails to perform in a dependable style.

- High Moderate Low **Integrity & Compliance:** *Keeps behavior within the law, policy, and procedural guidelines. Is honest and ethical. Demonstrates credibility through actions.*

Mr. Martin's failure to provide a thorough, accurate accounting of his background on the written materials for this evaluation shows a current lack of integrity. His history also reveals a pattern of ignoring laws and regulations in application to his own behavior; his ongoing pattern of driving while likely over the limit for alcohol, his recent use of marijuana within the past year, and his history of thefts are but a few examples. Testing reveals the same failure to consider consequences.

High Moderate Low **Motivation:** *Demonstrates independent initiative. Is a self-starter who seeks out responsibilities and takes on extra duties.*

Mr. Martin admits that he only filed this application with West County SD to meet the requirements to pick up his unemployment check. His history does not report counter evidence of independent motivation. He likely will need to be specifically instructed to take action and get involved rather than doing so himself.

High Moderate Low **Conflict Management:** *Remains composed when faced with confrontational situations. Maintains control of self while completing necessary tasks or duties, even under stressful circumstances.*

The applicant's indication that he is involved in physical fights about twice a year, at least half of which are initiated by himself, shows a lack of the self-control required of this position. His report of punching walls, swearing, throwing objects on a fairly regular basis, and his demonstrated history of quitting jobs without notice following verbal altercations with supervisors are consistent with the lack of anger control revealed by his testing.

High Moderate Low **Emotional Control:** *Consistently retains emotional control without overreacting, losing touch with reality, or displaying impaired judgement. Demonstrates rational thinking and mental or psychological wellness.*

Mr. Martin continues to exhibit a stronger than average startle response, hypervigilance, and a perception that various neutral situations are unsafe. His admission of recently jumping out of a running vehicle and hiding after hearing another vehicle backfire demonstrates a lack of the control required of this position. These tendencies and behaviors are also identified in his testing.

High Moderate Low **Decision Making:** *Evaluates situations and information to make effective decisions. Exercises good judgment, anticipating the consequence of actions. Identifies alternative courses of action and shows the necessary flexibility in thinking to handle changing work demands and environments. Is able to multitask, simultaneously managing various forms of information.*

Related to the concerns with compliance, integrity, conflict management, and emotional control noted earlier, Mr. Martin's history shows a consistent pattern of poor decision making and judgment. He has not demonstrated the ability to consistently consider the consequences of his actions.

HISTORICAL DATA

Professional Experience:

- Has primarily worked in construction since discharging from the USMC in 1991. Is currently “between jobs,” having been unemployed for about six months since 10/2003.
- His work history shows a lack of stability which he attributes to the nature of the construction industry. Mr. Martin’s longest full-time job other than the military lasted about one year with Wood’s Construction in 1996. Has worked for eight different construction agencies.

Public Safety Background:

- No public safety work history reported.
- Mr. Martin admits he has done “nothing” to prepare for this position. He admits to submitting the application to the West County SD in order to meet his unemployment insurance benefits requirements.

Military History:

- United States Marine Corps, from 1987 to 1991. Provided inconsistent information on the terms of his military service. Indicated on the written materials that he was honorably discharged at the end of his mandatory service. However, admitted after extensive questioning during the interview that he received an early medical discharge after being diagnosed with Post Traumatic Stress Disorder (See Mental Health History). While in the USMC, his primary duties were as a combat lineman, discharging at the rank/pay rate of E-2.

Awards/Promotions:

- Received overseas duty ribbons for his service in the Gulf War.

Disciplinary Actions/Negative Job Separations:

- Although Mr. Martin attributes the instability in his construction work history to the nature of the industry, he did admit to quitting at least three of these jobs without notice after verbal altercations with a supervisor. He estimates these as occurring in 1993 from North County Builders, 2001 from J. Warren Construction, and his most recent position with Builders Inc. in 2003. The most recent argument was when the project manager reportedly criticized Mr. Martin’s work in front of other workers. The applicant admittedly then threw some tools to the ground and “stomped” off the site.
- Received an Article 15 in 1988 for being AWOL, reporting back from leave two days late. Lost rank from E-3 to E-2 for this.
- Received another Article 15 in 1990 for involvement in a physical altercation with another serviceman. Was also insubordinate to the superior who intervened in the fight. Lost rank/pay grade from E-3 to E-1 for this, was restricted to base/had extra duty for 90 days, and was fined.

Education/Training:

- The applicant’s writing reveals some spelling and grammatical errors. Additional training in this area may be required in order to meet the report writing demands of this agency.
- Graduated from high school in 1986. Earned about a 2.9 GPA during high school.
- Completed military training during his service in the USMC.

Financial History:

- Mr. Martin describes his current financial situation as “horrible.” Admits that he is spending “beyond my bank account,” purchasing automotive parts/equipment, eating out at restaurants, and gaming at casinos about once per week despite being unemployed. Currently has two bills in collections and two more that he anticipates will be sent in the next couple of months.
- Has had two vehicles repossessed. The first was in 1991 after discharging from the military. Says he was unable to maintain payments when he lost his salary. Had a pick-up truck repossessed in 02/2004, attributing this to being unemployed.

Driving History:

- Reports receiving three traffic citations in his lifetime, with none of them being in the past five years.
- Allowed a speeding ticket to turn into an FTA warrant in 1999 (See Criminal History). Attributes this incident to having “spaced it off.”
- Denies being involved in any traffic accidents.
- Admits to last driving when he may have been over the legal limit for alcohol the week before this evaluation. Says he had a six-pack of beer over about two hours. Estimates he drives while possibly over the limit about twice per month.
- Reports driving without insurance during at least four periods of time, each lasting between six months and a year. This first happened in 1991 after discharging from the military. He again allowed his insurance to lapse in 1995, 1998, and 2001. Says he currently has insurance.

Criminal History:

- Was arrested on an FTA warrant in 1999 in Any City (CO) for an unpaid speeding ticket. Paid a fine after spending the night in jail for this.
- Was cited for shoplifting in 1985 (high school), also in Any City (CO), when he attempted to steal a box of condoms.
- Admits to theft of multiple items from various construction sites, including nails, some lumber, and insulation. Says that the most expensive item he took was a \$100 drill. Estimates the total value of the thefts at \$500.
- Also kept military gear after discharging from the military. This included a gas mask, helmet, sleeping bag, and a knife.
- Reports various incidents of criminal mischief while growing up, including bashing mailboxes, toilet-papering houses, and egging cars. This was all done between the ages of 14-18.

Conflict Management:

- Mr. Martin reports getting into a physical altercation about once every six months, admitting to initiating about half of these. The most recent incident was in 02/2004; he and his wife were at a bar when a male patron “came onto” the applicant’s wife. Reportedly, words were exchanged and the applicant threw the first punch. The Any City Police were contacted, but no charges were filed. He denies ever being charged for assault/battery.
- The applicant denies any involvement in domestic violence.
- Mr. Martin says that what angers him is when someone “tries to take my turf” or shows “disrespect” to him. He adds that he just “lays down the law” and will “take things into my hands” when such situations arise. If “it all goes bad,” such as when he encounters problems working on his car or something does not function correctly at a construction site, he will swear, throw objects such as

tools and materials, and punch walls. These types of incidents occur about once every two weeks. This is also consistent with his admission of quitting at least three construction jobs without notice, as previously discussed.

Alcohol and Illegal Drug History:

- Mr. Martin reports drinking about 12 cans of beer every weekend and a six-pack during the week. He admits to drinking more in the past, consuming an average of a six-pack per day from 1993-1995.
- The applicant admits to engaging in physical altercations after drinking about once every six months, as discussed above. He also reported driving after drinking when he may be impaired about once every two weeks, typically on the weekends. Although his recent behavior reportedly does not include black-outs, he admits that he did experience these during 1993-1995 about once per month. He denies having an “eye opener” drink, participating in alcohol counseling/AA program.
- Mr. Martin admits to using marijuana about 100 times in his life. His first use was in 1991 after leaving the military and his last use was in about 10/2003 at a construction site with coworkers. He says that his heaviest use was from 1991 to 1995, using about once every three months since that time. He denies being around any illegal drugs being used since his last use in 10/2003. He also denies the use of any other illegal drugs/controlled substances.

Mental Health History:

- Mr. Martin provided inconsistent information regarding his history of mental health treatment. On the written materials for this evaluation, he denied ever being diagnosed with a psychological disorder, receiving mental health counseling, or being prescribed medication for a psychological disorder. However, after extensive questioning in the interview, he admitted to being diagnosed with Post Traumatic Stress Disorder toward the end of his military service in 1991 for incidents he experienced during active duty in the Gulf War. In 1991, he started exhibiting an exaggerated startle response, avoiding any dark/shadowed areas, and withdrawing from social activities. A USMC psychiatrist reportedly evaluated Mr. Martin, diagnosed him with PTSD, and prescribed him Amitriptyline (medication used to treat both intrusive symptoms and avoidance found in PTSD). The applicant took the medication as prescribed for approximately nine months; at that time, he stopped using the medication without consulting a physician. Mr. Martin also engaged in weekly counseling sessions with a USMC counselor for the PTSD, with therapy lasting for about six months; he ceased at the time of his discharge. Mr. Martin says he cannot recall the names of these treating professionals, does not know how to contact them, so no corroborating information was obtained to verify his depiction of these services. The applicant was advised to continue therapy through the VA Medical Center, but he did not follow through. When queried during this interview about his refusal to comply with treatment recommendations, Mr. Martin stated, “I’m not going to see some damn shrink and take pills for the rest of my life. Nobody’s going to make me go to therapy or take drugs.”
- The applicant describes ongoing symptoms of PTSD-Chronic for his combat-related, wartime experiences. For example, within the past week he jumped out of his vehicle and hid underneath it while stopped at a red light after a nearby vehicle backfired; the sound was interpreted by the applicant as gunfire. He admits that he currently is unable to enter dark rooms or hallways due to a fear of sniper fire, experiences nightmares/night terrors involving war about three times per week, and has difficulty falling and remaining asleep. Mr. Martin also describes increased social difficulties following his participation in the war, with his wife describing him as emotionally “dead,” withdrawn, and cold. The applicant admits that he is unwilling to commit to future plans, because he does not believe that he will be around to see them come to fruition. However, he denies any suicidal ideation or history of suicide attempts.

- Mr. Martin denies any other mental health counseling or prescribed psychiatric medications.

TESTING

Validity and Response Style:

- The applicant appears to have responded to the test items in an open and forthright manner, making an objective self evaluation. The testing profile can be considered an accurate reflection of the applicant's personality traits and style.

Results:

- The testing profile indicates that Mr. Martin does not trust others, tending to avoid interpersonal interaction and react when confronted. He may seem critical, resentful, and unfriendly to others. Further, his elevation of a scale that measures aggression suggest that he harbors feelings of anger and resentment. Inquiries on specific items related with this scale prompted Mr. Martin to state, "People are out to get me, and I ain't (*sic*) going to let them."
- The profile suggests that Mr. Martin is experiencing high levels of distress and guilt. Inquiries into specific test questions related to the traumas he was involved in through the military.
- Testing also suggests that the applicant tends to ignore basic rules and regulations in application to his own behavior. He may act without concern for the consequences, seeming to lack control.
- When compared with successful detention officers, he scored in the bottom one percentile on measures of compliance with authority figures, self-control, and reliability.
- The applicant's scores on a measure of anger suggest that he is experiencing higher levels of anger and frustration than the general population and public safety professionals. He scored in the 76th percentile on a scale describing the extent to which he may show anger outwardly in a negative and poorly controlled way (e.g., assaulting other people, destroying objects, making rude comments and gestures, yelling). The applicant further scored in the 84th percentile on a scale reflecting his tendency to become angry or agitated when criticized. These indicators are consistent with Mr. Martin's self-described pattern of conflict management, his involvement in fights, and his comments in the interview.

INTERVIEW BEHAVIOR

Interview Observations:

- Mr. Martin arrived for his interview on time, but appeared disheveled wearing an untucked, wrinkled, button-down shirt with wrinkled casual slacks and casual shoes. During the interview, he had difficulty maintaining eye contact with the examiner, furtively glancing out the window, looking toward the floor, and wringing his hands. At one point, he abruptly stood up from his chair and started pacing around the office. This was while discussing his active duty service in the Marines. His failure to provide an accurate, forthright accounting of his history demonstrates a lack of the integrity required of this position.

Self-Report:

- The applicant stated that he is a “failure” and a “loser” because he does not have a career that he is proud of. He adds that does not like working with other people because he does not trust them and thinks “they’re all out to get me.”
- He believes that he could be criticized as being a “scaredy cat” due to his fear of the dark and tendency to startle easily. Conversely, admits that some see him as a “hothead” due to his “short temper” and involvement in multiple physical fights.

If you have any questions about this report, please call me for assistance at 303-237-6053. The report should only be considered valid for a period of one year, at which time re-evaluation is recommended.

Tiffany Hild, Psy.D.
Licensed Psychologist