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JOB SUITABILITY EVALUATION

Last Name: Jenkins (Sample) First Name: John M.I. M.
Social Security Number: 098-76-5432 Date of Birth: 04/18/1981
Agency Applying To: Any Town Fire Department Position: Firefighter
Date of Evaluation: 03/04/2004 Date of Report: 03/04/2004

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 Job Suitability Evaluation is to evaluate the applicant's history and behavioral or personality traits from information gained through self-report, written testing, and a face-to-face interview. 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 Job 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 Job 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 Job Suitability Evaluation is not a psychological evaluation, meaning that it does not cover information on substance abuse, mental health diagnoses, or mental health and substance abuse treatment. At this pre-job offer stage of the hiring process, information in those areas cannot be requested or considered as part of the hiring decision in order to comply with the Americans with Disabilities Act. In fact, applicants are advised of the following in the Mandatory Disclosure of Information Form which they sign at the beginning of the evaluation:

This is NOT a medical, psychological, psychiatric, or mental health evaluation. Therefore, your medical, substance abuse, and mental health history will not be requested or reviewed as part of this assessment.

SUMMARY RATING

A. Low Likelihood for Employment Problems

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.

B. Moderate Likelihood for Employment Problems

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. Assuming these areas are reviewed to the satisfaction of the agency, then the applicant is found suitable for this position at this time.

C. High Likelihood for Employment Problems

Concerns are raised by the applicant's background, testing, and/or interview; these 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.

EVALUATION SUMMARY

John Jenkins reports an unstable work history, holding approximately 20 jobs in the past eight years. He is now applying to become a Firefighter with the Any Town Fire Department, though he has done almost nothing to prepare for this position or career. The applicant demonstrated a pattern of providing inconsistent information throughout this evaluation process. He failed to report various incidents from his past on the written materials, yet admitted to these facts during the interview. Based on this behavior, his reporting and willingness to admit to personal faults or mistakes cannot be relied upon. In addition to this lack of integrity, his reported history also shows various incidents of violating the law and regulations. This includes illegal drug use as recently as within the past six months, shoplifting (a charge he pled no contest to and admitted to in the interview) just over one year ago, a negative driving record, and an admission of currently driving without car insurance. Testing identifies this same risk-taking and defiance of authority. Additional concerns are raised with Mr. Jenkins' self-described pattern of using physical violence to handle conflict; this includes admitted involvement in domestic violence although he has not been charged or convicted of this offense. Testing, his interview behavior, and reported history further reveal a failure to interact with others in a consistently positive, sociable manner. Given the information available at this time, Mr. Jenkins is placed in the High Likelihood for Employment Problems 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.*

Mr. Jenkins demonstrated a vulgar conversational style in his interview raising concerns in this area. His writing sample also showed some spelling and grammatical errors. Additional training in communication skills is apt to be required in order to meet the report writing and oral communication demands 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.*

The applicant's coarse, vulgar manner in the interview, admitted problems in both personal and professional relationships, and his testing all indicate that he fails to interact with people in a positive manner. He has not demonstrated the interpersonal skills required of this position at this time, and can be expected to generate unnecessary conflict with colleagues in the confines of a fire station as well as with the public.

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.*

Mr. Jenkins quit his job without notice three months before this evaluation when the manager criticized his work performance. The applicant also failed to accept responsibility in the interview for his actions and the problems from his past. In fact, he withheld negative information on the written materials leaving this examiner questioning what else he may have failed to report. Testing also indicates a defensiveness and resistance to corrective feedback or direction.

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

The applicant's financial history, current failure to maintain automobile insurance, attendance problems throughout his schooling, and instability in his work history all reveal a lack of the reliability required of this position.

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

Multiple indications of dishonesty and non-compliance were evident with Mr. Jenkins; these include his inconsistent reporting during this evaluation, his criminal acts, the thefts from employers, and testing. This is an individual who has not demonstrated integrity or the ability to work within the law.

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

The applicant's minimal preparation for this position or a career in fire service suggests a lack of self-initiative. This is an individual who may give the minimum effort required and need to be specifically instructed to take action rather than initiating it on his own. He appears to be more motivated by the thrill seeking aspects of this field than an accurate understanding of what the work involves.

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.*

Mr. Jenkins describes a pattern of resorting to physical violence when placed in stressful or confrontational situations. He does not appear to be able to maintain composure and may be prone to act out against others when under pressure or when criticized, as with the incident involving his former employer in 01/2004.

High Moderate Low **Decision Making:** *Evaluates situations and information to make effective decisions. Exercised 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.*

As noted above, Mr. Jenkins has not shown the ability to assess a situation, identify effective courses of action that anticipate consequences, and chose the best option. Rather, his background reveals a pattern of taking unnecessary risks without regard for the law, responsibilities, or other people's well-being. He has not demonstrated the decision-making skill required of this position.

HISTORICAL DATA

Professional Experience:

- Is currently unemployed, quitting his most recent job at a retail auto parts store three months ago after a conflict with the store manager. (See Disciplinary Actions)
- Reports holding approximately 20 jobs in the past seven years; worked in manual labor, retail, fast food, and delivery.
- Failed to include at least two jobs on the written materials for this evaluation. Worked as counter help at McDaniel's Fast Food for about three months in 2003 and as a delivery driver for Lumber Yard home improvement store for about one month in 2002. It is noted that he left these positions under less than favorable circumstances. (See Disciplinary Actions)

Public Safety Background:

- None public safety work history reported.
- To prepare for this position, Mr. Jenkins has watched *ER* and *First Watch* on television, reviewed the Arco preparation book for firefighters, started working out by lifting weights and running every day about two months ago, and talked with a neighbor who is an EMT with an ambulance company. He has not done any ride-alongs with any agency. The applicant would like to work in fire service because he wants a job to "get my juices flowing" that offers an "adrenaline rush."

Military History:

- None reported.

Awards/Promotions:

- None reported.

Disciplinary Actions/Negative Job Separations:

- Quit without any notice from his job at Auto Parts R Us in 01/2004 after two months of employment. Said this was because his manager was "an ass." When asked to clarify, said that the manager had criticized his (the applicant's) work as not being within company code/policy. Mr. Jenkins had apparently stocked items incorrectly. The applicant admits to subsequently knocking over a shelving unit, yelling at the manager, and walking out of the store.
- Provided inconsistent information on his history of job terminations. Denied ever being fired or forced to resign on the written materials for this evaluation. However, in the interview admitted that he was terminated from McDaniel's Fast Food in 04/2003. This was for stealing \$20 from the store cash register during his shift. Admits that he stole a total of about \$300 in cash from this store, but was only accused/fired for the \$20 when he was caught.
- Was also fired from Lumber Yard in 07/2002. This was after he was caught drinking beer in the parking lot between delivery runs during his shift.
- Mr. Jenkins provided vague, defensive descriptions of other disciplinary actions from his work history. Estimates receiving five written reprimands in his lifetime, but allegedly could not recall what these would have been for. Denies any other job terminations or disciplinary actions.

Education/Training:

- Graduated from high school in 1999. Earned primarily "C's" and "D's" in school. Was suspended three times for poor attendance.
- The applicant's writing sample reveals various spelling and grammatical errors. Additional training in this area will likely be needed in order to meet the report writing demands of this agency.
- Started three college courses at a community college, but failed to complete any of these. Says that he did not attend classes because it was "boring as hell."

Financial History:

- Reports having about 20 bills go to collections in his lifetime, admitting that three are currently with collection agencies.
- Had a truck repossessed in 2001 because he "got in over my head" when he "couldn't hold a job."
- The applicant's financial problems are attributed to the instability in his work history and the fact that "papers and banking is boring."

Driving History:

- Provided vague and inconsistent information on his driving record. Estimates receiving between 10 and 20 traffic tickets in his lifetime, with at least six of these being in the past five years.
- Admits to involvement in five traffic accidents, with four being in the past five years.
- Was cited for Careless Driving in 2002, when he caused an accident.
- Received a prior citation for Careless Driving in 2001 for another traffic accident.
- Had his license suspended in 2002 for excessive points.
- Admits to engaging in speed contests or drag racing on the public streets about twice per month during high school. Last participated in one in 2003, but claims he "hardly" does this any more. This is estimated at once every six months.
- Reports driving when he possibly would fail a Breathalyzer test for alcohol about twice per month. The most recent incident was on 02/28/2004, when he did about eight shots of tequila over two hours. Prior to this, the next most recent incident was on 02/14/2004, personally consuming three bottles of wine over four hours. Denies being cited for DUI/DWAI, though.
- Admits that he is currently driving without insurance, having been dropped from his insurance company in 07/2003 because he "forgot to pay." Says he knows that driving while uninsured is illegal, but he has not "gotten around to it" to secure coverage. Was cited for driving without insurance in 09/2003.

Criminal History:

- Pled no contest to a shoplifting charge in 01/2003. Admits he had stolen a \$50 watch from Target. Paid a fine and completed 20 hours of community service for this offense.
- Admits to stealing merchandise, money, and supplies from "most all" of his places of employment. Estimates his total take at under \$5,000, \$2,000 of which is in cash. Has also stolen lumber, hand tools, sandwiches/sodas, glassware, and a crate of hamburgers. Mr. Jenkins listed the items in a cavalier style, giving the impression that there was additional merchandise that he has stolen but either could not recall or did not think it was important to report.
- Also reports shoplifting about 50 times in his life, stealing items such as T-shirts, food/drinks at convenience stores, magazines, and miscellaneous toys. The most expensive item he shoplifted was a \$150 pair of tennis shoes in about 2001.

- Reports engaging in various acts of criminal mischief and vandalism between the ages of 13-21, including smashing mailboxes, shooting out windows and street lights with a BB gun, spray painting his high school, and slashing tires.
- Provided inconsistent information on his history of illegal drug use. On the written materials, he admitted to using marijuana, with the last use being in 2000. However, in the interview he admitted to using marijuana last in 12/2003 at a holiday party. Prior to this, reports the next most recent use would have been in 10/2003 at a Halloween event.
- Also provided inconsistent information on what illegal drugs he has used. Denied using any illegal controlled substances other than marijuana on the written materials. In the interview admitted to using cocaine last in 2002, hallucinogenic mushrooms last in 2001, and using his girlfriend's prescription Vicodin last in 2001. Denies the use of any other illegal controlled substances.

Conflict Management:

- Mr. Jenkins admits he will become "pissed off" about twice per week and punch or kick a wall, door, or counter. His last physical altercation with a person was in 01/2004, when he initiated a bar fight. The applicant indicates that another male patron looked at Mr. Jenkins' "woman." Therefore, Mr. Jenkins punched the individual in the face, causing a bloody nose. Bouncers removed the applicant from the premises. Mr. Jenkins estimates being involved in about two physical fights per year, but says he "only" initiates half of them.
- The applicant admits to having authorities called due to his involvement in domestic altercations on at least three occasions, but he denies being arrested. It is noted that he left the scene before law enforcement arrived and he said his girlfriend never pressed charges because, "The bitch knew what was good for her." He does admit to punching her at least "a half dozen times" over their two year relationship, with the most recent being in 10/2003 at a Halloween party. He denies any children being in the house. Mr. Jenkins does admit that he has used physical force on two past girlfriends, with the total number of altercations being about 20. He denies ever breaking anyone's bones, but has left bruises, bloodied noses, and cut their eyes due to facial punches. Law enforcement apparently responds when neighbors hear commotion and call 911.

TESTING

Validity and Response Style:

- The applicant's approach to the testing was guarded and defensive, indicating that he failed to report his behavior in an open and forthright manner. Although this style is common in job applicants when they try to make a good impression by denying even small, common personal faults, it does suggest that the applicant may have difficulty accepting corrective feedback. Given the defensive approach to the testing, the profile should be interpreted with caution.

Results:

- Testing suggests that Mr. Jenkins holds himself in high regard and feels most comfortable being in charge. He likely is a domineering, controlling individual. He may resist being directed or supervised. In fact, when given corrective feedback, he may blame others, avoid responsibility, and act out.
- His profile also suggests that others find him to be blunt, abrasive, and unfriendly.
- His testing results indicate rebellion against rules, authority, and social norms. Mr. Jenkins may be

willing to take risks without concern for the consequences. He also may lack self-control, acting on his frustration and anger without regard for the impression this makes on others. When asked about his responses to several items indicating lower levels of self-control and discipline, Mr. Jenkins stated, "Yeah, I'm a wild man. I just lose control and freak out."

- Mr. Jenkins scored in the VERY HIGH range at the 95th percentile of public safety personnel on a scale measuring a tendency to become angry or agitated when criticized, given negative feedback, or treated in a manner that is perceived as bad. He scored in the HIGH range at the 85th percentile of public safety professionals on a measure of his predisposition to become angry. He may seem "hot headed" and quick to react in anger. These scores are consistent with his reported conflict management history and involvement in domestic violence.

INTERVIEW BEHAVIOR

Interview Observations:

- The applicant arrived for his interview wearing jeans with holes in the knees, muddy tennis shoes, and a faded/ripped sweatshirt reading, "Shit happens." He wore a baseball cap turned backwards with the brim over his neck throughout the meeting, chewing gum and rocking back in the chair so that it balanced on the back two legs. His dress and demeanor failed to demonstrate a professional approach to the interview.
- Mr. Jenkins communicated in an abrasive, abrupt manner, using vulgar swear words when responding to questions. His loud speech was emphasized when he pounded on the table five different times in the interview. He conveyed a high opinion of himself and his abilities, and seemed unconcerned with the effect his comments and actions had on the examiner. When asked about negative information from his past and inconsistencies in his reporting, the applicant blamed others, became defensive, and ultimately verbally attacked the examination process by stating, "With all of the fucking (*sic*) paperwork, who can remember what they said?"

Self-Report:

- Mr. Jenkins describes himself as a "man's man" who can "work on cars and chicks." Went on to state, "If a bitch (*sic*) knows what's good for her, she'll do what I say." He was unable to identify any personal weaknesses or shortcomings.

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