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## JOB SUITABILITY EVALUATION

Last Name: Rojas (Sample) First Name: Maria M.I. D.  
Social Security Number: 123-45-6789 Date of Birth: 01/15/1976  
Agency Applying To: Any City Police Department Position: Patrol Officer  
Date of Evaluation: 03/01/2004 Date of Report: 03/01/2004

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 evaluate the applicant's mental health, cover information on substance abuse and mental health diagnoses, or investigate 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

Maria Rojas has been pursuing a career in law enforcement since graduating from high school and is now applying to become a Patrol Officer with the Any City Police Department. She is currently working as a Corrections Officer in North County, starting this position four years ago. The applicant has also earned a Bachelors Degree in Criminal Justice, completed a law enforcement academy, became POST certified, held a position in security, and continues to serve as a Reserve Officer at Town Central PD. The applicant's reported history shows patterns of reliability, dedication, and motivation. Some minor concerns are raised with Ms. Rojas' ability to effectively serve in community policing scenarios, given her self-described "no nonsense" manner. Others may find her to be somewhat abrasive and forceful. Related to this, her willingness to accept corrective feedback and direction from supervisors should be reviewed. Ms. Rojas also may be somewhat rigid and inflexible, revealing a "by the book" approach to decision making. However, the applicant's general background is quite positive, revealing initiative and dedication to a career in law enforcement. With the information available, Ms. Rojas is placed in the Low Likelihood for Employment Problems category 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.*

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.*

Testing, the applicant's self-described "no nonsense" or "bitchy" demeanor, and her direct manner in the interview all suggest that others may find Ms. Rojas to be abrasive and forceful. Her ability to interact with citizens and coworkers in a positive manner should be investigated, especially with regard to her service as a Reserve Officer. Background should verify that her "gutter mouth" has not been evident with the public or at work.

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.*

Related to the concern with the applicant's interpersonal style is a question regarding her openness to corrective feedback. Her ability to use feedback as a learning tool may be limited. It is suggested that background investigators speak with her supervisors to research this issue.

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

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

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

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.*

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.*

Ms. Rojas adamantly describes herself as someone who wants things to be done "right," which is consistent with her testing profile. This is a person who may be somewhat rigid and inflexible in manner, having difficulty adapting to change. Her performance as a Reserve Officer and security guard should be reviewed with this in mind.

## **HISTORICAL DATA**

### **Professional Experience:**

- Ms. Rojas has worked as a Corrections Officer at the North County Sheriff's Department for the past four years. She worked as a security guard for two years prior to that and held part-time jobs in food service and retail during her early college years.

### **Public Safety Background:**

- Corrections Officer at North County Sheriff's Department since 01/2000.
- Reserve Officer at Town Central Police Department since 06/2002. Works about 32 hours per month in this position.
- To prepare for a position at Any City Police Department, she has spoken with officers and been on about 10 ride-alongs with this agency, researched the department on the internet, and studied the field in college. She is POST certified.

### **Military History:**

- None.

### **Awards/Promotions:**

- Received a commendation for assisting on a suicide call through the Town Central Police Department in 2003.
- Promoted to Supervisor at North County SD in 2003.

### **Disciplinary Actions:**

- Received an oral reprimand in 1999 for having "attitude" with a customer while working at Burgers R Us. Admits that she made a sarcastic comment when the customer complained about his food order.

### **Education/Training:**

- Earned a Bachelors Degree in Criminal Justice in 12/2002.
- Completed a law enforcement academy through Red Rocks Community College.
- Says she was an "A & B student" in college. Maintained a 4.0 in her high school education.
- Is fluent in Spanish and Italian.

### **Financial History:**

- Reports a stable financial history, denying any serious financial management problems such as repossessions or bankruptcies. Had two credit card bills go to collections about four years ago, attributing this to the increased cost of living after moving out on her own while working and attending college.

### **Driving History:**

- Reports receiving three traffic tickets in her lifetime, with one of these being in the last five years.
- Reports being involved in one traffic accident in her lifetime, when she was rear-ended by another driver in 2003.

**Criminal History:**

- Denies ever pleading guilty/no contest or being convicted of a crime.
- Admits to minor shoplifting as a child.
- Admits to underage drinking in high school.
- Denies the use of any illegal drugs other than underage consumption of alcohol.

**Conflict Management:**

- Ms. Rojas endorsed an item on the Background Worksheet indicating that she has used profanity when irritated or frustrated. She admitted in the interview that she can have a “gutter mouth.” However, denies being disciplined at work for this. Also denies any excessive force complaints.

**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 applicant’s testing profile shows a high number of correlations with positive performance in the field of law enforcement.
- Testing suggests that Ms. Rojas is a confident, assertive individual who is willing to take charge. Others may find her to be abrasive, pushy, and direct. When given corrective feedback or direction, she may become defensive and bristle under scrutiny.
- The testing profile also indicates that Ms. Rojas abides by rules and regulations, keeping her behavior in compliance. She is apt to be a reliable individual who operates “by the book.” However, her thinking may be somewhat rigid, limiting her ability to adapt to changing circumstances.
- Testing does not raise concerns with the applicant’s ability to manage and contain anger.

**INTERVIEW BEHAVIOR**

**Interview Observations:**

- Ms. Rojas arrived about a half an hour early for her interview and asked if her appointment could be moved up. When she was advised that this was not possible, she expressed appreciation for having her request considered then waited for her scheduled meeting. Direct and confident, it was noted that the volume of her voice raised when discussing some topics. Others may find this to be domineering or blunt, although she was polite throughout the meeting. She did minimize or justify even minimally negative information from her background, suggesting some difficulty accepting corrective feedback.

**Self-Report:**

- The applicant describes herself as a motivated, “no nonsense” person who wants things to be done “right.” She also sees herself as a confident authority figure who likes holding leadership positions.
- Ms. Rojas does admit that she can seem “bitchy” to people because she assertively defends her ideas and will push for what she wants.

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