



# Law Enforcement Psychological and Counseling Associates, Inc.

## ORIGINAL

RFP Title: Pre-Employment Psychological Evaluations

RFP #: 143-11344

Open Date: 01/08/2014

Due Date: 01/22/2014

Proposer: Law Enforcement Psychological &  
Counseling Associates, Inc.

Contact: Brian Mangan, Psy.D.  
President

Business Address: 9960 NW 116<sup>th</sup> Way  
Suite 12  
Medley, FL 33178

Business Phone: 305-442-8800 (main)  
305-442-4469 (fax)


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**How to submit bids/proposals:** Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

**Please Note:** All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by:  (signature) 1/14/14 (date)

Name (printed) BRIAN MANGAN, PSY.D. Title: PRESIDENT

Company: (Legal Registration) Law Enforcement Psychological & Counseling Associates, Inc.

**CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).**

Address: 9960 NW 116<sup>th</sup> Way, Suite 12

City Medley State: FL Zip 33178

Telephone No. 305-442-8800 FAX No. 305-442-4469 Email: BMANGAN@LEPCA.COM

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): IMMEDIATE (1 DAY)

Payment Terms (section 1.04): N/A Total Bid Discount (section 1.05): 2.5% = \$1,617.<sup>00</sup>  
OF TOTAL

Does your firm qualify for MBE or WBE status (section 1.09): MBE N/A WBE N/A

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No. Date Issued

**P-CARDS: Will your firm accept the City's Credit Card as payment for goods/services?**

YES X NO       

**VARIANCES:** State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. **HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS.** If this section does not apply to your bid, simply mark N/A in the section below.

Variances: N/A

**PART VII - PROPOSAL PAGES – COST PROPOSAL**

Cost to the City: Contractor must quote firm, fixed, annual rate for all services identified in this request for proposal. No other costs will be accepted. This firm fixed annual rate will be the same for the initial contract period.

**Failure to use the City's COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.**

Proposer agrees to provide the following services at the prices indicated:

A. Cost per Police Officer candidate:

$$\text{\$ } \underline{250.00} \text{ X 250 evaluations = } \text{\$ } \underline{\text{\$ } 62,500.00}$$

B. Cost per Reserve Police Officer candidate:

$$\text{\$ } \underline{240.00} \text{ X 5 evaluations = } \text{\$ } \underline{\text{\$ } 1,200.00}$$

C. Cost per Other Classification I:  
(if required, complexity of evaluation similar to Police Officer)

$$\text{\$ } \underline{250.00} \text{ X 2 evaluations = } \text{\$ } \underline{\text{\$ } 500.00}$$

D. Cost per Other Classification II:  
(if required, complexity of evaluation similar to Detention Officer)

$$\text{\$ } \underline{240.00} \text{ X 2 evaluations = } \text{\$ } \underline{\text{\$ } 480.00}$$

$$\text{TOTAL ANNUAL COST } \text{\$ } \underline{64,680.00}$$

The quantities shown are estimates from the previous year and current budget and may be used as a guide by the proposer. The City will use them for tabulation purposes, but makes no warranty as to the actual numbers or types of evaluations to be performed.

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

**NAME**

**RELATIONSHIPS**

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

No SUCH RELATIONSHIPS EXIST

 RSD  
1/14/14

000088

# Local Business Tax Receipt

Miami-Dade County, State of Florida  
-THIS IS NOT A BILL - DO NOT PAY



890047

**BUSINESS NAME/LOCATION**  
MANGAN BRIAN PSY D  
9960 NW 116 WAY 12  
MEDLEY FL 33178

**RECEIPT NO.**  
**RENEWAL**  
**890047**

**EXPIRES**  
**30-Sep-14**  
Must be displayed at place of business  
Pursuant to County Code  
Chapter 8A - Art. 9 & 10

**OWNER**  
MANGAN BRIAN PSY D

**SEC. TYPE OF BUSINESS**  
212 PROFESSIONAL  
2025

**PAYMENT RECEIVED  
BY TAX COLLECTOR**  
\$60 7/26/2013  
CREDITCARD-13-004037

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit [www.miamidade.gov/taxcollector](http://www.miamidade.gov/taxcollector)

000028

# Local Business Tax Receipt

Miami-Dade County, State of Florida  
-THIS IS NOT A BILL - DO NOT PAY



305631

**BUSINESS NAME/LOCATION**  
LAW ENFORCEMENT PSYCHOLOGICAL AND COUNSELING ASSOCIATES INC  
9960 NW 116 WAY 12  
MEDLEY FL 33178

**RECEIPT NO.**  
**RENEWAL**  
**305631**

**EXPIRES**  
**30-Sep-14**  
Must be displayed at place of business  
Pursuant to County Code  
Chapter 8A - Art. 9 & 10

**OWNER**  
INC

**SEC. TYPE OF BUSINESS**  
212 CONSULTANT

**PAYMENT RECEIVED  
BY TAX COLLECTOR**  
\$60 7/26/2013  
CREDITCARD-13-004036

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit [www.miamidade.gov/taxcollector](http://www.miamidade.gov/taxcollector)



**Town of Medley**  
**LOCAL BUSINESS TAX RECEIPT**

**201402400**

**2013-2014**

LAW ENFORCEMENT PSYCHOLOGICAL  
AND COUNSELING ASSOCIATES INC.  
9960 NW 116 WAY, #12  
MEDLEY, FL 33178

CARRIE AXELBERD  
9960 NW 116 WAY, #12  
MEDLEY FL 33178

Is hereby issued a Local Business Tax Receipt for Town of Medley, valid through **September 30** of tax year listed above for the occupation of **PSYCHOLOGICAL PRE-EMPLOYMENT TESTING**.

The issuance of this Tax Receipt or acceptance by the applicant in no way confers any right to violate any law, ordinance or regulation of this State, County, or any municipality.

**RESTRICTIONS:**

NO LIVING ON THE PREMISES.  
NO OUTSIDE STORAGE. OFFICE USE ONLY.

***This Local Business Tax Receipt must be exhibited  
conspicuously at your place of business.***



TOWN CLERK

EXHIBIT 3  
14-0297  
Page 7 of 93

STATE OF FLORIDA  
 DEPARTMENT OF HEALTH  
 DIVISION OF MEDICAL QUALITY ASSURANCE

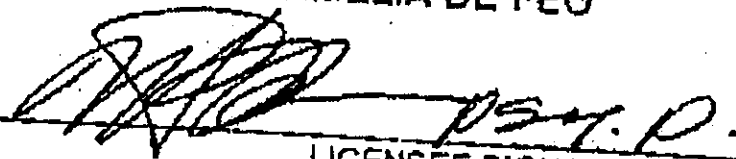
AC#

4955307

DATE	LICENSE NO.	CONTROL NO.
06/02/2012	PY 6980	30744

The **PSYCHOLOGIST**  
 named below has met all requirements of  
 the laws and rules of the state of Florida.  
 Expiration Date: **MAY 31, 2014**

**MARIE-LOUISE AMELIA DE FEO**

  
 \_\_\_\_\_  
 LICENSEE SIGNATURE



AC# 4949177

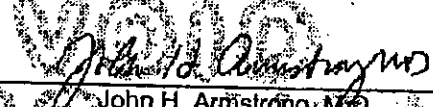
STATE OF FLORIDA  
DEPARTMENT OF HEALTH  
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO.	CONTROL NO.
05/26/2012	PY 6942	30145

The **PSYCHOLOGIST**  
 named below has met all requirements of  
 the laws and rules of the state of Florida.  
 Expiration Date: **MAY 31, 2014**  
**CHRISTINE JEAN**  
**ALLIANCE FOR PSYCHOLOGICAL SER**  
**8750 SW 132 STREET**  
**MIAMI, FL 33176**



Rick Scott  
GOVERNOR



John H. Armstrong, MD  
STATE SURGEON GENERAL

DISPLAY IF REQUIRED BY LAW

AC# 4928493

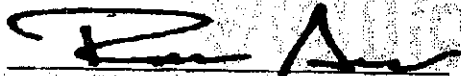
STATE OF FLORIDA  
DEPARTMENT OF HEALTH  
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO.	CONTROL NO.
05/08/2012	PY 2025	28692

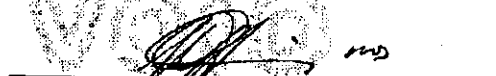
The **PSYCHOLOGIST** named below has met all requirements of the laws and rules of the state of Florida.

Expiration Date: **MAY 31, 2014**

MARK M AXELBERD  
ATTN: LEPCA  
9960 NW 116TH WAY  
SUITE 12  
MIAMI, FL 33178



Rick Scott  
GOVERNOR



Steven L. Harts, M.D., M.Sc.  
INTERIM STATE SURGEON GENERAL

DISPLAY IF REQUIRED BY LAW

AC# 4950467

STATE OF FLORIDA  
DEPARTMENT OF HEALTH  
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO	CONTROL NO.
05/30/2012	PY 7198	30226

The **PSYCHOLOGIST** named below has met all requirements of the laws and rules of the state of Florida.

Expiration Date: **MAY 31, 2014**

**BRIAN LAWRENCE MANGAN**

ATTN: LEPCA

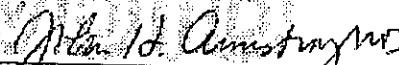
9960 NW 116 WAY

SUITE 12

MIAMI, FL 33178



Rick Scott  
GOVERNOR



John H. Armstrong, M.D.  
STATE SURGEON GENERAL

DISPLAY IF REQUIRED BY LAW



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/30/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> North American Mktg. Spec. Inc. 96 Willis Avenue 2nd fl. Mineola, NY 11501	Phone: 516-747-0700 Fax: 516-741-5360	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL ADDRESS:	FAX (A/C, No):
	<b>INSURER(S) AFFORDING COVERAGE</b>		NAIC #
<b>INSURED</b> Law Enforcement Psychological Counseling Associates 9960 NW 116TH Way Ste12 Medley, FL 33178-1175	<b>INSURER A:</b> First Community Insurance Co		
	<b>INSURER B:</b>		
	<b>INSURER C:</b>		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
	<b>INSURER F:</b>		

**COVERAGES**      **CERTIFICATE NUMBER:**      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURER	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>Business Owners</b>		0004994913500	07/26/2013	07/26/2014	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTIONS					EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			WC STATUTORY LIMITS OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
 Non-Emergency Medical Office Excludes Professional liability

<b>CERTIFICATE HOLDER</b>  The Broward Sheriff's Office 2601 West Broward Blvd Fort Lauderdale, FL 33312	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE
--	--

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Philosophy of Pre-Employment Screening Process

Essential/Important Job Related Traits

Practicalities of Screening Process

PHILOSOPHY OF PRE-EMPLOYMENT SCREENING PROCESS  
FOR PUBLIC SAFETY PERSONNEL

Pre-employment psychological screening of Public Safety Position applicants first began to gain popularity and widespread acceptance in the 1970-1980 period. Initially, this screening was adopted mostly by urban agencies often in reaction to alleged civil rights violations by their Officers and subsequent protests, legal actions and in some cases civil disturbances. The so called "negligent hiring and retention" legal claims began to proliferate in those years, occasionally resulting in large monetary payouts to Plaintiffs. The psychological screening of applicants became one of the first agency responses to these events, since agencies could implement screening rather quickly at a reasonable cost. Unfortunately, many agencies and contracted screening psychologists knew little about the intricacies of this screening or how to effectively implement or utilize the results. As a consequence, a plethora of screening procedures emerged, many of which were of little use to the agency.

Often, the psychologist worked in isolation from the agency and there was scant communication between the two parties. This severely limited the psychologist's effectiveness and the agency frequently had little education on how to interpret or apply what the psychologist's report indicated. As a result, many misconceptions about screening developed and agencies sometimes ran the risk of actually misusing the psychological report. To make matters more complicated, selection procedures generally, and psychological screening specifically, are by their nature vulnerable to criticism and can become "political footballs" between competing factions with different interests. Therefore, although psychological consultants must maintain appropriate flexibility in their work, the consultant has to always demonstrate professional objectivity and honesty even in the face of criticism from others.

It was with the above challenges in mind, that 30+ years ago our firm set about to address these issues in a professional, logical and practical approach. Briefly stated, the goal and purpose of pre-employment screening is to screen-out those applicants identified as having high-risk factors for performance of the Public Safety position vs. those applicants who are absent these risk factors and possess traits deemed suitable for the position. To accomplish this goal, our philosophy is quite simple; effective programs + effective people = effective organizations. It is the contracted psychological firm's job to create a state of the art screening program and to educate/train relevant agency personnel in the correct application of the system. It is the agency's responsibility to provide motivated selection personnel and policies consistent with the difficult but critical task of identifying the most qualified applicants for final hire.

Since no one selection procedure provides all the answers, a systemic and comprehensive approach must be utilized. To achieve maximum effectiveness, agency personnel and members of the psychological firm must be willing to communicate and work as a coordinated team when necessary. We pride ourselves on remaining constantly available to each of our clients and always provide whatever extra input is necessary to make our screenings as effective as possible. Improving upon selection procedures is a never

ending endeavor. As a result, the agency and psychological contractor sometimes need to “push the envelope” and challenge each other to enhance their respective expertise.

### ESSENTIAL/IMPORTANT JOB-RELATED TRAITS

A critical part of effective psychological screening is to identify in common sense language the job-related traits that are most critical to performing the public safety job position. This can be accomplished through observation of those performing the job, conducting job position surveys, reading the formal job description and reviewing any studies and research on the subject by respected public safety organizations such as the California Post Commission (POST). Over the years, our firm has availed itself of all the aforementioned sources of information and our current system focuses on and rates applicants on the following 14 public safety job dimensions. The report of applicants who do not meet standards on a job-related trait(s) will either state: “Deficit Mild to Moderately Indicated” or “Deficit Strongly Indicated” for each of the traits listed below.

- Compliance with Rules/Integrity
- Impulse Control/Attention to Safety
- Judgment/Decision-Making
- Openness/Ability to Admit Shortcomings
- Emotional Composure
- Social Orientation/Tolerance
- Work Habits/Patterns
- Substance Abuse/Avoidance of Maladaptive Behaviors
- Learning Ability/Problem Solving
- Flexibility/Adaptability
- Communication Skills/Verbal Expression
- Initiative/Confidence
- Readiness for the Public Safety Position

For further definition and detail of each job dimension, please refer to our Report Interpretation Manual located as an Appendix to this proposal. Additionally, the manual is always available to agencies through secure access (agency username and password) at [www.lepca.com](http://www.lepca.com)

Although identifying and screening out high risk applicants is the primary goal of psychological screening, selecting in those applicants with particular job-related areas of strength is also often a valuable part of the evaluation. The following are five screen-in or “Areas of Strength” categories in our evaluation system: 1. Fast Learner; 2. Excellent Interpersonal skills; 3. Very Diligent/Responsible; 4. Leadership/Management Potential; 5. Positive Experience in a Sworn Public Safety position.

PRACTICALITIES OF SCREENING SERVICE

Our entire office and screening system has been designed to meet the needs of our Public Safety Agency clients from the tri-county area. For instance, our office is conveniently located near the Miami-Dade and Broward County line, close to many freeways including I-75, Florida Tpk, and State Road 826 for the benefit of applicants from many geographical areas. Also, any agency that uses our services knows the effort we make to accommodate the sometimes unique needs of our law enforcement clients. **For example, we recently developed a comprehensive website that allows agencies to independently schedule applicants at any time up to the morning of testing and download final applicant reports 24-hours from completion of testing.** We also have an "applicant's section" on our website, which provides helpful preliminary information to applicants who are about to undergo the evaluation. We welcome any potential user of our services to look over the website located at: [www.lepca.com](http://www.lepca.com)

1. Testing is conducted at our centrally located office at 9960 NW 116 Way, Suite 12, Medley, 33178. There is ample free parking for applicants. Our office facility is approximately 3,200 sq. ft. and is specifically designed for screening and other public safety services. We have a very large testing room with private individual test booths for each applicant. We do provide off-site screening and travel upon request but ask for adequate advance notice.
2. Testing is conducted Monday-Friday beginning at 9:30 a.m. We can accommodate up to 15 applicants per day or 75 per week. On special request, we can run early and late afternoon testing sessions.
3. For convenience, an agency can schedule their applicants on our website without contacting our office right up to the morning of testing. To date, we are not aware of any agency unable to schedule an applicant on the date desired.
4. The typical applicant takes 4-6 hours to complete the evaluation but there is no formal time limit.
5. All personality instruments are immediately scored in our office as each applicant finishes their individual tests.
6. Concise and job-related final written reports and a related background questionnaire are generated on each applicant and posted for review and/or downloading on our website within 24 hours of completion of testing. However, verbal feedback or a final report can be provided within a few hours of testing on special request.
7. To assist users of our final report, a Report Interpretation Manual is available, which further elaborates on an applicant's deficits and helps guide the background investigator or others in the use of our report. This manual is maintained on our website for easy viewing.



8. Our firm is extremely familiar with and conforms to the Americans with Disabilities Act (ADA), Genetic Non-Discrimination Act (GINA) and closely follows the decisions of the EEOC. No legal complaint or litigation alleging discrimination has ever been filed against our firm.
9. Our screening system meets or exceeds all the recommendations and guidelines of the following organizations. International Association of Chiefs of Police, CALEA, Council of Police Psychologists, National Institute of Justice and the California Post Commission.
10. No legal challenge of a formal or informal nature has ever been sustained against our firm.

### Staff Biographies

The following is a list of the licensed psychologists on staff who conduct pre-employment screening interviews and assessment reports. Biographies for each psychologist are located on subsequent pages:

#### President and Senior Psychologist:

Brian Mangan, Psy.D.  
Licensed Psychologist

#### Lead Staff Psychologist and Consultant:

Mark Axelberd, Ph.D, ABPP  
Licensed Psychologist  
Board Certified in Police and Public Safety

#### Staff Psychologists:

Christine Jean, Psy.D.  
Licensed Psychologist

Marie Defeo, Psy.D.  
Licensed Psychologist

**Brian L. Mangan, Psy.D.**  
Licensed Psychologist  
President

Dr. Brian Mangan received his Doctor of Psychology in Clinical Psychology from The George Washington University in Washington, D.C. with distinction in 2003, specializing in the areas of adult therapy and assessment. He pursued his pre-doctoral internship at South Florida State Hospital, where he developed skills in dealing with a forensic population. Shortly after, he completed his post-doctoral residency with Citrus Health Network, conducting evaluations for the Juvenile Evaluation and Treatment Services program in the Miami-Dade Juvenile Justice system. After getting licensed near the end of 2005, he became a staff psychologist with Law Enforcement Psychological & Counseling Associates (LEPCA.) Since that time, he has received daily mentoring from Dr. Mark Axelberd, and has risen to the levels of Senior Psychologist and Managing Partner. In 2011, Dr. Mangan took over the day to day operations of LEPCA and currently serves as President of the firm.

Dr. Mangan a member of the American Psychological Association, Division 18 Psychologists in Public Service and the Florida Psychological Association. Also, he is an active member of the International Association of the Chiefs of Police Psychological Services Section (IACP), currently serving as Vice-Chair of the Education Committee (member of committee since 2011), member of the Ethics Consultation Committee (three year appointment), and member of the Officer Involved Shooting Guideline Revision Committee (2013) and the Psychological Fitness for Duty Evaluation Guideline Revision Committee (2013.) He is also a member of the Society for Police and Criminal Psychology and of the Consortium of Police Psychological Services (COPPS.) He served as the Chair of COPPS in 2008 and 2013, hosting the annual conferences attended by many public safety professionals from the South East region of the United States discussing emerging issues related to evaluation, intervention, ethics, and legislation current in police psychology. .

Currently, Dr. Mangan serves as the President of Law Enforcement Psychological and Counseling Associates (LEPCA) in Miami, Florida. He started with LEPCA in January 2006 and was directed by Dr. Mark Axelberd in advanced training on public safety and law enforcement related issues. His primary duty involves consultation with command staff on law enforcement related issues concerning both community and organizational objectives. On a daily basis, Dr. Mangan conducts numerous pre-employment screening interviews, interprets standardized test profiles, and consults with background investigators and law enforcement personnel regarding evaluation results. Moreover, he reviews all pre-employment evaluation files and completes the final report sent to an agency on each applicant. To this date, Dr. Mangan has performed over 15,000 screenings and reviewed over 20,000 evaluation files with approval for final report.

Additional duties include psychological screening for specialized unit placement (Hostage Negotiator, SWAT, etc.); counseling for the Officer Assistance Program with the City of Miami, Coral Gables, and Hialeah Police Departments; fitness for duty

evaluations; critical incident stress debriefings; and conducting trainings with various departments in the south Florida community regarding front line supervision, stress management, and crisis intervention.

Since joining LEPCA, Dr. Mangan has also been instrumental in all research activities related to pre-employment psychological screening, including performance of combat veterans and veteran police officers on testing. For example, he conducted an extensive performance review of recruits in the Miami-Dade Police Department (MDPD) public safety academy. The research yielded very positive results and identified specific scores on the pre-employment evaluation that were correlated to successful completion of the academy. Additionally, Dr. Mangan recently completed research on "Successful vs. Unsuccessful" candidates in the Miami-Dade County Corrections training program, utilizing the pre-screening evaluations as a guide indicate potential risk in future screenings. Along with Dr. Mark Axelberd, Dr. Mangan was involved in the development of the Public Safety Suitability Questionnaire (PSSQ), which is an objective standardized test used in the pre-employment screening of public safety candidates, and also recently participated in research on the performance of combat veterans on the pre-employment psychological evaluation.

Dr. Mangan previously served as Assistant Professor and Forensic Coordinator at Carlos Albizu University. As the coordinator, he monitored a program designed to train students to deliver psychological services, including psycho-diagnostic assessment, case law, legal standards, and expert testimony within the judicial and correctional systems. Additionally, he worked closely with the Miami-Dade Juvenile Courts, providing judges with comprehensive evaluations and treatment recommendations for at-risk youths for a period of one year after completing his post-doctoral commitment.

Mark Axelberd, Ph.D., ABPP  
Licensed Psychologist

Dr. Mark Axelberd received his Ph.D. with a specialty in Clinical Psychology from Georgia State University in 1977. He did his doctoral internship at the Counseling and Consultation Center at the Ohio State University. Since that time he has been a full-time consulting psychologist to law enforcement agencies on a local, state and national level. He was the primary founder of the firm Law Enforcement Psychological and Counseling Associates, Inc. (LEPCA) and served as the President for 34 years. Since 2011, he has served as lead consultant and staff psychologist. In 2010, Dr. Axelberd was awarded Board Certification in Police and Public Safety Psychology, a unique specialty distinction that shared by only 60 professionals nationwide. He is also an active member of the Consortium of Police Psychological Services, the American Psychological Association, and the International Association of the Chiefs of Police.

Dr. Axelberd's 37 years of exclusive experience with law enforcement has allowed him to develop a most unique and thorough grasp of the complexities of providing psychological services to public safety clients. His reputation and expertise is well known within the law enforcement community and he has often been called upon by law enforcement administrators to advise and consult on the most sensitive and difficult matters. Many of the current psychological services provided to South Florida law enforcement agencies have been a direct result of his efforts. He has provided expert information and testimony numerous times for matters related to psychological fitness standards for law enforcement officers. He has also assisted many agencies in matters such as understanding and complying with the Americans with Disabilities Act (ADA). After 9/11, he was contracted to perform sensitive assessments germane to Homeland Security enhancement and continues to do so. Dr. Axelberd has also been instrumental in including and promoting the utilization of minorities and women in a wide range of public safety consultations.

Encouraged by his colleagues and law enforcement community, Dr. Axelberd designed and developed a new and specialized personality screening instrument for the selection of Public Safety Applicants. The Public Safety Screening Questionnaire (PSSQ) is different from other tests in that a cross-section of actual Public Safety Officers were extensively involved in providing input and actually creating some of the individual test items. As a result, the item content of the PSSQ is very job-related and directly assesses those characteristics and traits deemed essential by those working in the field. The PSSQ to date has proved itself to be a very valuable addition to the firm's battery of pre-employment instruments.

Dr. Axelberd has received awards and has been frequently recognized for his positive contributions in areas such as Pre-Employment Psychological Screening, Officer Assistance Programs, Personnel Policy Development, Fitness for Duty Evaluations, Critical Incident Debriefings, Officer Training Programs and assisting agencies in the development and implementation of effective selection systems. He has been featured several times in the written and television media for his innovative consultations with law enforcement agencies. For example, he has appeared on the TV news program 20/20, 48 Hours and the USA Today TV News Journal. The International Association of Chiefs of Police honored Dr. Axelberd with a certificate of appreciation for his teaching of seminars involving pre-employment psychological screening. In the early 1980's, Dr. Axelberd also worked

closely with the Florida Police Standards and Training Commission to initiate pre-employment psychological testing standards and officer assistance programs throughout the State of Florida. In 1981, Dr. Axelberd wrote the original guidelines on behalf of the commission for the conducting of pre-employment screening in the state. During this same period, he was also one of only a few select public safety psychologists chosen by Harper and Row Media to conduct nationwide workshops with law enforcement executives on the introduction of psychological services to their respective agencies. Dr. Axelberd was selected by the Council of Police Psychologists to initiate national guidelines for psychological screening of law enforcement applicants. He has been called upon by numerous agencies on a local, national and even international level to provide opinions and make recommendations on numerous subjects related to public safety psychological services. For example, he worked closely with the Dallas Police Department, New York City P. D., Rochester Police Department and several others in critically assessing and developing updated selection procedures. On an international level, he has provided extensive input to the Moscow, London, Ottawa and Israeli law enforcement agencies.

Dr. Axelberd has gained his reputation and continues to do so through his "hands-on" provision of psychological services. He has been directly involved in the screening of over 70,000 law enforcement applicants and has conducted approximately 300 Fitness for Duty Evaluations. He has also designed innovative and very successful confidential counseling programs, training seminars and Critical Incident Debriefings for law enforcement personnel and their families. Over the years, he has personally provided counseling assistance to an innumerable number of South Florida officers and their family members.

Dr. Axelberd continues to remain directly involved in every facet of the firm's law enforcement consultations. In more recent years, he has provided extensive advanced training to LEPCA staff psychologists in the specialty of public safety psychology. This has provided him the opportunity and time to conduct updated research and to creatively modify and "tweak" existing services. He especially has concentrated on improving effectiveness in the critical area of pre-employment psychological screening. He has conducted validation research, gathered normative data pertaining to minority applicants, provided training to police background investigators and has developed numerous supplemental materials and procedures to assure the highest quality screenings of South Florida applicants. One very important and recent accomplishment was LEPCA's completion of a "green initiative" in 2009. Developed by Dr. Axelberd and Dr. Brian Mangan, with input from the public safety community, this system allows for near paperless and seamless process of screening for both LEPCA and agency users. Lastly, Dr. Axelberd recently conducting timely research on the performance of combat veterans on pre-employment psychological evaluations. He is honored that his screening and other programs have often served as a model for other psychologists entering the law enforcement consultation field.

**Christine Jean, Psy.D.**  
Licensed Psychologist

Dr. Christine Jean is a well-respected and active psychologist in the South Florida region, especially known for her delivery of mental health services to the Haitian community. Dr. Jean was born in New York, but raised in Haiti until returning to the United States for college. She received her Bachelor's Degree from the University of Miami with a major in Criminology and Psychology in 1997. She then attended Carlos Albizu University where she received a Doctorate in Clinical Psychology with distinction in 2002. Dr. Jean's area of specialty during her doctoral training was Forensic Psychology. Dr. Jean's internship was completed at the South Florida State Hospital/Atlantic Services Hospital where she provided therapeutic and psychological evaluations to a wide range of mentally ill patients. Her post-doctoral residency was undertaken at Citrus Health Network, in the Juvenile Evaluation and Treatment Services (JETS). Dr. Jean subsequently remained in that program as a Clinical Coordinator for the following three years. Her work included coordinating and providing varied evaluation and counseling services to at-risk youth.

For the past eight years, Dr. Jean has been in private practice providing varied services to a wide ranging population of clients. Her work includes therapy for sex offenders and conducting psychological evaluations for the Miami-Dade Mental Health Court Division. She also works with the Miami-Dade Juvenile Court on mental health issues of youthful offenders, and with parents involved in the Dependency Court system. Dr. Jean was also an adjunct faculty member at the Miami-Dade College for four years.

Dr. Jean became a staff member with LEPCA in 2008. Based on her training, experience and interest in the criminal justice area, Dr. Jean was a natural fit for our firm. With the ever increasing number of Haitian public safety applicants, she has also been of great assistance in better understanding the test profiles and interview responses of this applicant group. Dr. Jean has undergone extensive additional training with senior staff in evaluating and interviewing public safety applicants from numerous South Florida agencies. She has personally conducted approximately 3,000 pre-employment psychological applicant interviews and reviewed standardized objective test profiles of thousands of public safety applicants. Lastly, Dr. Jean participates as a therapist with LEPCA's Officer Assistance Program for officers and their family members, and she has also conducted Critical Incident Debriefings for police officers after officer involved shootings. These experiences have provided her with a further understanding and an in-depth look into the nature and psychological affects of public safety work on individual officers.

**Marie DeFeo Psy.D.**  
Licensed Psychologist

Dr. Marie DeFeo was born in New York but raised in Ethiopia, Addis Ababa and the United States Virgin Islands. Despite living abroad in her formative years, she eventually moved to the United States where she completed her studies in South Florida. She received her Bachelor of Science Degree in Psychology and a Minor in Criminal Justice at Florida International University. She went on to pursue her Masters in Psychology and Doctorate in Clinical Psychology at Carlos Albizu University (2002). Dr. DeFeo specialized in Forensic Psychology and became a member of Psi Chi Honor Society.

Dr. DeFeo is a respected psychologist, who has worked in Broward Correctional Institute as a Mental Health Specialist and at the Broward Sheriff's Office as a supervisor of the women substance abuse programs. In addition, she was pivotal in creating the first Dual Diagnosis program in Broward Florida at the *House of Hope*. This program focused on competency restoration training, substance abuse and mental health treatment. Over the last eight years, she has pursued private practice and has been responsible to conducting court-ordered evaluation for Broward, Miami and West Palm Beach Courts. She has testified in court as an expert and conducted an array of evaluations such as Sanity Assessments, Malingering, and Competency to Proceed to mention a few.

In 2012, Dr. DeFeo became a part-time staff psychologist with Law Enforcement Psychological & Counseling Associates. Given her extensive knowledge and experience in the forensic setting, she was a natural fit for our firm. Her contributions of assessment and testing skills come from years of working in the legal and law enforcement setting.



## Executive Summary

Law Enforcement Psychological and Counseling Associates, Inc. (LEPCA) is a well-established consultation firm that provides comprehensive services exclusively to law enforcement agencies primarily in the South Florida area. The firm was created in 1977 to effectively address the often unique and complex issues facing psychologists who undertake the role of a public safety psychological consultant. Dr. Brian Mangan serves as the President and Senior Psychologist of LEPCA, with Dr. Mark Axelberd, the founder of the firm, still serving as an active consultant and Staff Psychologist. Since the South Florida region is multi-ethnic in composition, the firm further understood the importance of cultural sensitivity and making certain that LEPCA's services would be accepted and utilized by the diverse cultural groups found in public safety work. One way to achieve this goal was to include mental health professionals from varied ethnic backgrounds in all areas of the firm's consultation work and this philosophy remains today. In 2006, the Miami-Dade Police Department with our assistance conducted extensive research for a five and 13 year period to determine whether our screening evaluations resulted in any adverse impact by race, sex or ethnic group (study included with this proposal.) The results found that "no adverse impact exists." To our knowledge, this study was one of the most exhaustive of its kind.

In 2009, LEPCA also completed a "green initiative" and made extensive investments to achieve a near paperless and seamless psychological screening process both for our internal office and user agencies as well. The project design utilized extensive input from numerous public safety agencies so as to better serve their specific needs. Our new system allows agencies to independently schedule applicants, access and/or download final applicant reports online 24-hours after completion of testing, safely store applicant files electronically, receive or review ancillary screening materials online, produce statistical reports quickly, and provide applicants important information on our website. We believe this achievement is one of the first of its kind in the entire nation and has proved to be well worth the effort extended. Importantly, this service is fully encrypted, protected with secure username and password, and all HIPAA requirements are adhered to regarding electronic storage.

In summation, LEPCA has been intricately involved in every facet of law enforcement and public safety consultation. In particular, the firm is very well known for its expertise in pre-employment psychological screening and LEPCA's evaluation process has often served as a model for numerous psychologists entering this specialized field. We have conducted approximately 70,000 evaluations for over 60 public safety agencies and carried out extensive research in this area. Our screening system strictly adheres to laws governed by the EEOC, including the Americans with Disabilities Act (ADA) and Genetic Information Non-Discrimination Act (GINA). Moreover, our system meets and exceeds the guidelines set forth by the IACP, COPPS organization, California Post Commission, and CALEA. No agency using our screening services has ever had difficulties becoming or maintaining CALEA certification. In addition, many public safety agencies around the United States and even internationally both formally and

informally have requested our input to implement or improve their selection procedures and design.

Beyond providing pre-employment screenings and other consultations for almost every public safety agency in Miami-Dade County and many agencies in Broward and Palm Beach Counties, our expertise has been utilized by non-local entities as well. For example, we conduct pre-employment screenings for state agencies including the Florida Highway Patrol and Florida Fish and Wildlife Commission, and have performed other sensitive evaluations as requested by federal agencies such as the F.B.I., U.S. Customs, D.E.A., and the Transportation Security Agency. In addition, we have been instrumental in developing public safety fitness standards and guidelines not only for pre-employment screenings but also for Fitness for Duty Evaluations (FFDE). Our firm has been a pioneer in introducing and conducting FFDEs, which typically are very arduous and can frequently result in expensive litigation if not done correctly. Dr. Axelberd, in particular, has been called upon many times by various agencies around the country to conduct extremely important and complicated fitness evaluations.

LEPCA has also been a local and national leader in creating innovative and effective specialized counseling, critical incident debriefings and training programs for sworn and non-sworn employees and their family members. Members of the firm have provided literally thousands of hours of treatment and training to those in the South Florida public safety community for over 30 years. Indeed, many of the now commonly accepted psychological service practices for local and statewide public safety agencies were originally designed and promoted by members of our firm.

Most importantly, we have always been known for our constant availability, ease of accessibility, and practical approaches to achieving the highest quality services to our clients. We take great pride in our work and never forget the critical nature of the services we provide. We value the trust placed in us by our law enforcement clients and LEPCA will always strive to be deserving of the respect and opportunity given to us by the law enforcement and public safety community.

# Law Enforcement Psychological and Counseling Associates Inc Customer Contact List

## Agency Contact List

Customer	Contact	Phone	Street2	City	State	Zip
Aventura Police Department	Deputy Chief Steinberg	305-466-8989	19200 W. Country Club Dr.	Aventura	FL	33180
Bal Harbour Police Department	Mike Daddario	305-866-5000	655 96th St.	Bal Harbour	FL	33154
Bay Harbor Police Department	Lt. Curtis Johnson	305-866-6242	9665 Bay Harbor Terrace	Bay Harbor Island	FL	33154
Biscayne Park Police Department	Chief Ray Atesiano	305-899-8000	640 N.E. 114th Ave.	Biscayne Park	FL	33161
Broward Sheriff's Office	Chad Wagner	954-321-4408	2601 W. Broward Blvd.	FL Lauderdale	FL	33126
City of Doral	Janelle Garcia	305-593-6699	6100 NW 99th Avenue	Doral	FL	33166
City of Hallandale Beach	Lisa McCarty	954-457-1400	400 S. Federal Highway	Hallandale Beach	FL	33009
City of Hallandale Beach Fire	Lisa McCarty	954-457-1470	121 SW 3rd Street	Hallandale Beach	FL	33009
City of Hialeah	Raleigh Flowers	305-953-5343	5555 E. 8th Avenue	Hialeah	FL	33013
City of Hialeah EAP	Anna		501 Palm Ave.	Hialeah	FL	33010
City of Hialeah Fire Department	Al Rolle	305-883-6900	83 E 5th Street	Hialeah	FL	33010
City of Homestead	Taren Kinglee	305-247-1535	790 N. Homestead Blvd.	Homestead	FL	33030
City of Miami Gardens	Det Darwin Villavicencio	305-622-8022	1515 NW 167 Ave., Bldg. 5, Ste. 200	Miami Gardens	FL	33169
City of Virginia Gardens	Chief Andreu	305-871-3141	6498 N.W. 38th Ter.	Virginia Gardens	FL	33166
City of West Miami Police Department	Pamela Asencio	305-266-0530	901 S.W. 62nd Ave.	West Miami	FL	33144
Coconut Creek Police Department	Martha Boyd	954-973-6700	4800 Copans Rd.	Coconut Creek	FL	33063
Coral Gables Police Department	Wait Dover	305-442-1600	2801 Salzedo St.	Coral Gables	FL	33134
Department of Agriculture & Consumer Services	Jackie Pittman	850-245-1318	2005 Apalachee Parkway, Ste. 222	Tallahassee	FL	32301
Department of Financial Services	Emily Murphy	850-413-4062	Division of Fraud	Tallahassee	FL	32399
Department of Transportation	Mimi Molina	850-414-4100	325 John Knox Rd., Woodcrest Off. PK. Bldg. K	Tallahassee	FL	32303
Division of Alcoholic Beverages & Tobacco	Sgt. Hufnagel	850-413-0060	Bureau of Law Enforcement	Tallahassee	FL	32399
El Portal Police Department	Rhett Boyd	305-795-7880	500 NE 87th Street	El Portal	FL	33138
Fish and Wildlife Commission	Allen Lowe	850-558-4088	75 College Drive, Suite 102	Havana	FL	32333
FIU Police Department	Pedro Taylor	305-348-2997	Investigations Unit	Miami	FL	33199
Florida City Police Department	Captain Crofta	786-255-1414	404 W. Palm Dr.	Florida City	FL	33034
Florida Highway Patrol	David Brierton	850-617-2311	2900 Apalachee Pkwy., BG 1, Room A 302, MS 49	Tallahassee	FL	32399
Florida Highway Patrol Fitness for Duty	Regina Smith	850-617-2374	2900 Apalachee Pkwy., Room A440	Tallahassee	FL	32399
Florida Highway Patrol (Auxiliary)	Chief Don De Lucca	305-936-2444	2900 Apalachee Parkway, MS-45	Tallahassee	FL	32399
Golden Beach Police Department	Carlos Fojo	305-558-3333	1 Golden Beach Drive	Tallahassee	FL	32399
Hialeah Gardens Police Department	Chief Wagner	954-967-4357	10301 N.W. 87th Ave.	Golden Beach	FL	33160
Hialeah Police Department	Ana Guerra	305-365-5555	3250 Hollywood Blvd.	Hialeah Gardens	FL	33016
Key Biscayne Police Department	Kentria White	954-777-2051	85 W. McIntyre St.	Hollywood	FL	33021
Lauderhill Police Department	Jeanette Said	305-883-2047	5581 W Oakland Park Blvd	Key Biscayne	FL	33149
Medley Police Department			7331 NW 74TH st.	Lauderhill	FL	33313
				Medley	FL	33166

# Law Enforcement Psychological and Counseling Associates Inc Customer Contact List

Customer	Contact	Phone	Street2	City	State	Zip
Miami Beach Fire Department	Nidra Marcellus	305-673-7000	Support Services Division	Miami Beach	FL	33139
Miami Beach Police Department Background	Lorenzo Han	305.673.7776	1100 Washington Ave.	Miami Beach	FL	33139
Miami Dade Corrections and Rehabilitation	Commander John Prats	786-263-6209	2525 NW 62 Ave., 2nd FL, Martin Luther King, Jr. Office	Miami	FL	33147
Miami Police Academy	Constant Rosemond	305-603-8624	400 N.W. 2nd Ave.	Miami	FL	33128
Miami Police Department	Adraime Jones	305-603-8640	400 N.W. 2nd Ave.	Miami	FL	33128
Miami Shores Police Department	David McLeod	305-759-2468	9990 N.E. 2nd Ave.	Miami Shores	FL	33138
Miami Springs	Loretta M Boucher	305-805-5100	201 Westward Dr.	Miami Springs	FL	33166
Miami-Dade Fire Rescue	Maria Jose	786-331-4272	9300 NW 41 Street	Miami	FL	33178
Miami-Dade Police Department	Lazara	305-471-1907	9105 N.W. 25th St.	Miami	FL	33172
Miami-Dade Public Safety Training Institute						
Miami-Dade School Police	Edwin Lopez	786-256-9880	750 N.W. 20th St., Room E-414	Miami	FL	33127
Miccosukee Police Department	Jose Cancel	305-223-1600	P.O. Box 440021	Miami	FL	33144
Miramar Police Department (CISD and FFDE)	Sgt Patters	954-602-4000	3064 N. Commerce Pkwy	Miramar	FL	33025
Monroe County Sheriff's Office (Debriefing & FFDE)	Donna Moore	305-292-7000	5525 College Road	Key West	FL	33040
North Bay Village Police Department	Chief Robert Daniels	305-758-2626	7903 E. Drive	North Bay Village	FL	33009
North Miami Beach Police Department	Niki Wright	305-948-2929	16901 N.E. 19th Ave.	North Miami Beach	FL	33162
North Miami Police Department	Stephen Johnson	305-891-0294	700 N.E. 124th St.	North Miami	FL	33161
Office of the Attorney General	Tiffany Lane	850-414-3895	PL-01, The Capitol	Tallahassee	FL	32399
Office of the Attorney General Cyber Unit	Cathy Costley		Predator Cyber Crime Unit	Jacksonville	FL	32207
OPA-Locka Police Department	Lt. De Los Rios	305-681-1033	2495 Alibaba Ave.	OPA-Locka	FL	33054
Plantation Police Department	Officer Legette	954-797-2100	451 NW 70th Terrace	Plantation	FL	33317
Seminole Police Department	Elisa Moore	954-967-8900	Backgrounds Unit	Hollywood	FL	33024
South Miami Police Department	Lisa Morton	305-663-6301	6130 Sunset Dr.	South Miami	FL	33143
Sunny Isles Beach Police Department	Mike Grandinetti	305-947-4440	18070 Collins Ave., 2nd Floor	Sunny Isles	FL	33160
Surfside Police Department	David Allen	305-861-4862	9293 Harding Ave.	Surfside	FL	33154
Sweetwater Police Department	Carlos Sordo	305-552-9900	500 S.W. 109 Ave.	Miami	FL	33174
Town of Davie	Jeff Hobales	954-693-8200	Finance	Davie	FL	33324
Town of Palm Beach	Katherine Dyson	561-227-6323	P.O. Box 2029	Palm Beach	FL	33480
University of Miami Public Safety Dept.	Thalia Ferrandiz	305-284-1541	5665 Ponce de Leon Blvd.	Coral Gables	FL	33124
Village of Pinecrest	Mayra Sauleada	305-234-2121	12645 Pinecrest Parkway	Pinecrest	FL	33156
Wilton Manors	Linda Bachewicz	954-390-2150	2020 Wilton Drive	Wilton Manors	FL	33305



# CITY of HOLLYWOOD, FLORIDA

POLICE DEPARTMENT • 3250 HOLLYWOOD BOULEVARD • ZIP 33021-6967



*"A Leading Force in Professional Law Enforcement"*

Accredited by The Commission for Florida Law Enforcement Accreditation

**Chadwick E. Wagner**  
Chief of Police

June 16, 2009

Sheriff Al Lamberti  
Broward Sheriff's Office  
2601 W. Broward Blvd.  
Fort Lauderdale, FL 33

RE: Law Enforcement Psychological & Counseling Associates, Inc.

Dear Sheriff Lamberti:

It has come to my attention that you are interested in utilizing the services of Law Enforcement Psychological & Counseling Associates, Inc. The Hollywood Police Department has contracted with Law Enforcement Psychological & Counseling Associates, Inc. for the past 12 years, and I am extremely pleased with the one-on-one counseling services they provide to our agency. Law Enforcement Psychological & Counseling Associates, Inc. are always available when we call upon them, and I find their results to be extremely accurate and beneficial in assisting us to screen and hire the best qualified applicants. Additionally, they are invaluable in helping us understand officer behavior while in training and throughout their careers.

It is without reservation that I support Law Enforcement Psychological & Counseling Services; they would be a valuable asset to the Broward Sheriff's Office. If you have any questions, please feel free to contact me at 954-967-4300.

Sincerely,

  
CHADWICK E. WAGNER  
Chief of Police

CW/cs



**Our Mission:** We are dedicated to providing municipal services for our diverse community in an atmosphere of cooperation, courtesy and respect. We do this by ensuring all who live, work and play in the City of Hollywood enjoy a high quality of life.

Electra Theodorou  
Executive Director

2900 Apalachee Parkway  
Tallahassee, Florida 32399-0500  
www.flhsmv.gov



Charlie Crist  
Governor

Bill McCollum  
Attorney General

Alex Sink  
Chief Financial Officer

Charles H. Bronson  
Commissioner of Agriculture

June 27, 2009

Subject: Services Provided to the Florida Highway Patrol

Dear Sirs:

The purpose of this letter is to bring to your attention the outstanding service that Law Enforcement Psychological and Counseling Associates (LEPCA), has provided the Florida Highway Patrol.

Over the past twelve years, as the Background Investigation Coordinator, I have had direct experience with the services provided by LEPCA. I have found the staff to be very professional and helpful. They allowed our background investigators, direct access to the psychologists for questions, concerns or clarifications. I have found that this personal contact and excellent customer service, has allow our investigators to address issues that may arise during the course of the background investigation. This information exchange flows both ways, with the background investigator requesting areas of concerns to be addressed or issues to be further investigated.

One of the most popular services provided by LEPCA, is their website. The background investigators have found that the ability to schedule and retrieve the completed report directly has been a great innovation. This also cuts down on the clerical issues of copying, mailing and distributing the report and also allows for timely notification of results.

It is my desire that the working relationship that we share with LEPCA continue. It is without hesitation that I would recommend LEPCA, for your psychological screening of applicants for employment. If you have any further questions, please feel free to contact me at 850-617-2311.

Sincerely,

Captain George M. Crotta  
Background Investigation Coordinator  
Florida Highway Patrol

Scheduling and Travel Statement

Evaluation Procedures and Test Battery

Determination of Job-Related Ratings

Report Format

Retesting and Appeal

Sample Reports

### SCHEDULING AND TRAVEL STATEMENT

As noted in the "Practicalities of Screening Service" section, our office is designed to accommodate up to 15 applicants per day. As such, we can easily offer the City of Fort Lauderdale the option to periodically administer approximately twenty or more pre-employment screenings during a three to four day period. Moreover, based on maintaining multiple qualified psychologists on staff, this provides us the flexibility to occasionally travel out of state when requested by the agency. In fact, in approximately 2008, Dr. Mangan accommodated the need of the City of Fort Lauderdale at that time and travelled to the Detroit area to conduct approximately 30 screenings. All reports for those candidates were submitted within five business days.

### EVALUATION PROCEDURES AND TEST BATTERY

Once the consultant psychologist feels confident that the critical or essential traits of the job position have been determined, then the consultant must expertly decide the test instruments and procedures to be utilized to measure and rate those traits. Since psychological testing is an ever evolving science, the psychologist must always remain aware and cognizant of new research and tests available for psychological screenings. Therefore, selection of a test battery must remain flexible and updated as progress in the field dictates. Our firm's battery of test instruments has changed several times over the 30+ years of screenings. Although we are cautious about modifying our battery too often, we are constantly reviewing and critically assessing the effectiveness of each instrument in our screening system. We believe our current test battery is very comprehensive and represents a "state of the art" approach to screening public safety applicants. It should also be noted that all instruments used in our test battery have established specialized normative data for public safety applicants.

In addition to the standardized test battery, our firm requires that each applicant complete a comprehensive Personal History Questionnaire (PHQ) designed by LEPCA specifically for public safety selection and undergo a standardized job-related clinical interview with a Licensed Psychologist trained in the screening of Public Safety applicants.

Law Enforcement and Detention Officer- Test Battery for certified sworn positions with authority to carry firearms and utilize a use of force continuum that includes deadly force:

California Psychological Inventory-Revised (CPI) Police & Public Safety Selection Report  
Minnesota Multiphasic Personality Inventory-RF (MMPI-2RF)  
Inwald Personality Inventory (IPI)  
Inwald Survey 2 (IS2)  
Wonderlic Personnel Test (WPT)  
Clinical Interview  
Comprehensive Personal History Questionnaire (PHQ)

The following pages provide a detailed description of each instrument and procedure:



### California Psychological Inventory (CPI)

Our firm uses the most recent and updated version of the CPI, which was modified to more closely comply with ADA requirements. Unlike the MMPI and IPI, the CPI was originally developed in order to assess favorable, rather than pathological aspects of personality functioning. Over the years, the CPI came to be known as "the sane man's MMPI." As the scales of the CPI deal principally with personality characteristics "important for social living and interactions," the test is particularly suited for screening job applicants whose primary duties often involve interpersonal contact and critical decision-making frequently in crisis situations.

The CPI is an extremely comprehensive and well researched instrument and contains scales extremely relevant to the job description of Police Officers and other public safety portions. For example, The CPI contains scales measuring such traits as Dominance, Social Presence, Empathy, Responsibility, Socialization, Self-Control, Tolerance of Others, Intellectual Efficiency, Ability to Work Independently, Achievement via Conformance, Flexibility, etc. Indeed, the CPI is likely the most widely used and respected instrument for the evaluation of personality functioning and behavioral patterns in a normal population. In our professional opinion, the CPI is the premier instrument in accurately evaluating and measuring the essential job traits of public safety positions.

Our firm has administered the CPI for the past 27 years to all our Public Safety applicants. We also have conducted screening and normative research with this instrument on numerous occasions. To add to our effectiveness with the CPI, we utilize the Roberts, Johnson Public Safety Selection CPI report. This report makes use of the extensive expertise and robust research that was developed principally by Dr. Michael Roberts, who is a very well respected Police Psychologist and acknowledged expert on using the CPI for public safety selection purposes. Among other things, this report provides extensive public safety normative data and includes predictions on several job dimensions and behaviors, which are considered important risk factors in public safety work. Members of our firm have maintained a close relationship and interacted with Dr. Roberts on numerous matters over the years, so we can personally attest to his expertise and specifically the usefulness of his Public Safety Selection Report.

## MMPI-2RF

The MMPI-2-RF represents the third major revision of the original MMPI. The prior 1989 MMPI-2 edition has been updated and improved upon by the development of the 2008 MMPI-2-RF. The core theoretical basis and purpose of the instrument has always remained the same but the newest edition is a shorter and more focused version. The MMPI-2-RF is a 338 item self-report inventory, which primarily assesses major symptoms of psychopathology, mental health disorders and behavioral dysfunction. It contains 10 main clinical scales and numerous supplementary sub-scales that enhance the interpretation of the clinical scales.

The main contribution of the MMPI-2-RF in public safety screening is to identify and screen-out those applicants who do not meet basic emotional stability standards for the public safety position. As such, it is viewed more as a "screen-out" instrument vs. measuring more normal dimensions of personality and behavior. The MMPI has long been used as an instrument in public safety selection, although not without periods of controversy. However, each revision of this instrument has attempted to address the various criticisms of the test, such as questions about the original normative sample and antiquated items.

The authors of the MMPI-2-RF state that "it is a new version of the MMPI-2," which simplified and improved MMPI-2 scale interpretation and enhanced the overall validity of the test. According to the authors, the MMPI-2-RF kept the predictive features of the existing scales but defined the meaning of each scale more distinctively and clearly. The restructured scales are linked empirically to conceptually modern theories of and models of psychopathology and personality. The MMPI-2-RF utilized the same normative sample as the MMPI-2, which included 2,276 men and women from diverse communities and geographical locations across the country.

Since the MMPI-2-RF has only become available recently, our firm does not have extensive experience with the instrument. However, we have utilized, studied and conducted selection research with prior versions of the MMPI for over 30 years. In addition, we are familiar with the new restructured scales since we scored those scales as part of our MMPI-2 scoring when they were offered as experimental scales. Several members of our firm also attended a workshop on the use of the MMPI-2-RF conducted by the main author of the test, Dr. Yossef Ben-Porath. We look forward to seeing the MMPI-2-RF in "action," as we anticipate this instrument will prove to be a valuable upgrade from its predecessors.

Inwald Personality Inventory (IPI)

The IPI is a comprehensive psychological screening test designed, researched and validated specifically for the selection of law enforcement officers. It is the only psychological test available which directly predicts success or failure in the law enforcement profession. Research on the IPI received the 1982 New York State Psychological Association Personnel Division Meritorious Research Award. Besides its use with the New York City Police Department, the IPI like the MMPI-2 has come to be accepted as an appropriate personality instrument for the screening out of high risk law enforcement applicants. Over the last several years the IPI has gained more widespread acceptance and usage by police psychologists. This test is particularly suited for meeting the "screen-out" requirements of Part I in the bid specifications.

The IPI is a 310-question "true-false" inventory designed to identify a variety of personality and behavioral characteristics in law enforcement applicants. It contains 25 original scales and a validity scale. It was designed specifically to aid law enforcement agencies in selecting new officers who satisfy specified "psychological fitness" requirements. Like other personality measures, such as the MMPI-2 and the CPI, the IPI contains several distinct and sometimes overlapping scales, designed to measure behaviors, attitudes, and characteristics of various personality types. In addition, however, it documents combinations and patterns of historical life events which studies suggest correlate significantly with occupational failure in law enforcement. The IPI normative sample contained a representative number of women, hispanics and blacks, something which is often lacking in validation studies. Lastly, the test offers useful

Inwald Personality Inventory (IPI) - continued

predictions of termination, excessive absenteeism, tardiness and disciplinary problems associated with a law enforcement career. Our firm has maintained a close relationship with the author of this test Robin Inwald, Ph.D. and therefore we are particularly sophisticated and knowledgeable about this instrument.

### **Inwald Survey2 (IS2)**

In recent years, law enforcement officials and others involved in the hiring process have been under increasing pressure to identify applicants who have propensities to become inappropriately aggressive and commit violent acts. Meeting this challenge is most difficult since violence often occurs only episodically and in an often complex set of circumstances. The Inwald Survey2 is the first instrument designed to specifically identify predictors of violence in the workplace. The IS2 is used to aid in the identification of individuals who may tend to disregard rules and/or societal norms. It focuses on those characteristics that have been associated with antisocial/violent behaviors in previous research. The IS2 contains 110 true/false items and is in compliance with the American with Disabilities Act (ADA) and the Civil Rights Act (CRA). Based on profiles of previous violent offenders, the theory behind the IS2 is that a person with the characteristics of expressed anger, low frustration tolerance, risk-taking behavior, disregard for safety regulations, and weapon-gun fascination is more likely than other employees to lose control when under pressure or stress in the workplace. IS2 scales include:

**Denial of Shortcomings: Validity Scale**  
**Risk-Taking/Reckless Behavior**  
**Lack of Temper Control**  
**Reckless Driving/Safety Patterns**  
**Firearms Interest**  
**Work Difficulties**  
**Lack of Social Sensitivity**  
**Lack of Leadership Interest**  
**Attitudes: Antisocial Behaviors**  
**Behavior Patterns: Integrity concerns**  
**Overall Score**

### Wonderlic Personnel Test

Since law enforcement applicants are tested in group settings, this makes it impractical to conduct in-depth intellectual testing of each applicant. However, the educational requirements for law enforcement officer (High School diploma or G.E.D.) and the fact that the applicant must academically perform within a stringent Law Enforcement Academy makes it necessary to gain some measure of an applicant's capacity and ability to learn new information. In addition, law enforcement applicants are frequently called upon to deal with complex situations where adequate analytical and abstract skills are necessary. In conjunction with the Florida Highway Patrol (FHP) academy, our firm has conducted research to determine an effective cut-off score for this instrument.

The Wonderlic Personnel Test is particularly suited for employment selection purposes since it was specifically designed for measuring what level of learning ability is necessary for specific occupations. The test yields a general intelligence score which is used to describe the level at which an individual learns, understands instructions and solves problems. It provides objective information into how easily individuals can be trained, how well they can adjust and solve problems on the job, and how well satisfied they are likely to be with the demands of a specific job. The instrument consists of 50 questions which are administered in a group setting with a 12 minute time limit.

The Wonderlic has been extensively validated and is the only intelligence measure we are aware of which meets all the requirements of various governmental agencies for employment selection purposes. The instrument has specific norms for law enforcement applicants including police officer and correctional officer. Thus far, we are extremely satisfied with this instrument and feel it has made a very positive contribution to our battery of tests.

**CLINICAL INTERVIEW:** Every applicant undergoes a semi-structured interview with a licensed psychologist specifically trained and supervised by our senior staff. The interview process clarifies and reviews the applicant's personal and work history, explores or compares test profiles with the applicant's history and interview presentation and asks standardized job-relevant questions similar to an oral interview. The structured interview process and areas of questioning must be strictly maintained by each psychologist so as to assure consistency and reliability between our staff. Interviewers are closely supervised and on a daily basis our staff reviews cases and makes certain that everyone understands and applies the same reasoning and standards as others. In addition, interviewers only prepare a preliminary report, which is then carefully reviewed and finalized by Dr. Mangan. Any possible inconsistent findings or opinions whatsoever are identified and reconciled with the interviewing psychologist before a final report is created. Keep in mind, the interview is only part of a comprehensive evaluation process and in our system, ratings are only determined through a carefully laid out and objective decision process. We rely heavily on well-researched and objective predictions of job performance, which greatly limits the possibility that subjective observations or opinions will "muddy" the water. Unfortunately, due to the limited knowledge about these screenings and stereotypes reinforced by the media, many individuals mistakenly believe that the results of these evaluations are primarily subjective and based on a comment or two an applicant may have made to the interviewer. Nothing could be further from the truth.

**CONFORMANCE TO STANDARDS:** There is no one governing body, organization or authority that officially regulates or defines pre-employment screening of public safety applicants. Nevertheless, there are certain respected organizations, associations and individuals who have developed guidelines for this testing, which act as generally accepted standards within the public safety community. In our professional opinion, the following entities are generally accepted as setting the guidelines and standards in this area: International Association of Chief's of Police (IACP), California POST Commission, Consortium of Police Psychological Services, Michael Roberts, Ph.D., David Corey, Ph.D. and Mark Axelberd, Ph.D.

Our firm complies or exceeds all of the above guidelines set forth by the above authorities. Our firm and in particular, Dr. Axelberd assisted the Florida Department of Law Enforcement (FDLE) in the early '80's when they strongly recommended that psychological screening is an important of public safety applicant screening. Dr. Axelberd wrote the initial guidelines for this screening on behalf of FDLE and introduced the screening process throughout the state of Florida. Dr. Brian Mangan is an active member of the IACP Police Psychological Services Section (PPSS), currently serving as the Vice-Chair on the Education Committee, as well as a member of the Ethics Consultation Committee, and the revision committees for the Officer Involved Shooting Guidelines (2013) and Psychological Fitness for Duty Guidelines (2013). As stated above, the IACP PPSS developed the current guidelines for Pre-Employment Psychological Screening. To this day, our firm continues too often act as the model screening system and advisor to numerous psychologists and public safety agencies on a

local, national and even international basis. In the early 90's, Dr. Axelberd also wrote the initial national screening guidelines as part of his association with the Consortium of Police Psychological Services. In conclusion, we never rest on our laurels and those who know us realize how hard we continue to work to provide the highest quality of screenings.

### DETERMINATION OF JOB-RELATED RATINGS

As with most medically related professional opinions and ratings, the assessment psychologist's decisions are based on procedures and tests considered to be reliable and valid. In the evaluation of public safety applicants, we use multiple and overlapping sources of information in arriving at ratings on each essential job trait as well as an overall job suitability rating. All procedures, forms and the rating system in our evaluation process are carefully standardized so as to assure reliability and fairness for each applicant. Our firm's findings are based on the aggregate of information collected from the four phases of the evaluation. These phases include standardized test profiles derived from the battery of tests, personal history/background information, clinical interview material and performance on a problem-solving and learning ability test.

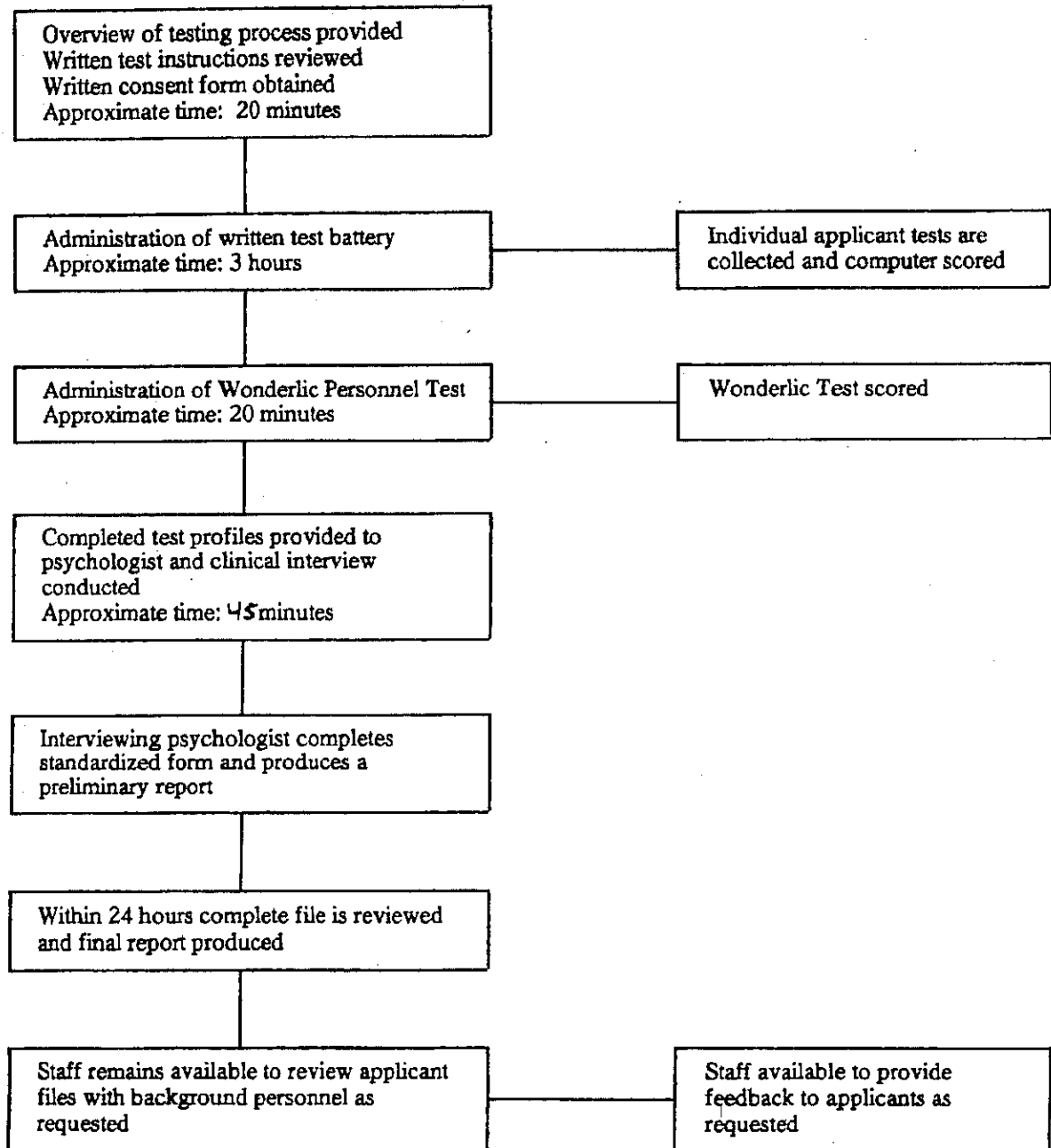
All test profiles and each phase of the evaluation are reviewed closely and then integrated together to achieve the most accurate and complete picture of the applicant's potential job-related strengths or weaknesses. Beyond standard clinical interpretation of test profiles, we also utilize various actuarial predictions of job performance generated by research on each of the instruments. For the great majority of applicants, we find the piecing together of the parts of the evaluation lends itself to clear-cut and logical final ratings. Occasionally, we do find that an applicant's results are ambiguous or "borderline." In those instances, the applicant's file undergoes a thorough staff review and we may compare our findings with those of the Background Investigator.

In some cases, it is useful for the Background Investigator to clarify the report with our office and we are always available to do so. To assure the reliability and quality of every report, the findings of each report are carefully reviewed by a senior psychologist before submission to the agency. To further evaluate ourselves, we periodically compare our rating category percentages with a select group of other national experts in this field. Our ratings have always been found to be very similar to this respected group. Lastly, a thorough multi-year study of our evaluation system conducted by the Miami-Dade Police Department found no adverse impact on any protected group.

Please be aware, members of our screening team are always interacting and discussing every aspect of the evaluation process on a daily basis. The challenge of rating and predicting human behavior will always remain a daunting task and the assessment psychologist can never let complacency set in. Those who have worked closely with us know how relentless and determined we are in our on-going efforts to provide an informed and well-integrated rating as our part of the selections process.



## Pre-Employment Psychological Screening Process



## Memorandum



Date: March 22, 2006

To: Robert Parker, Director  
Miami-Dade Police Department

From: Edmundo Valdes, Commander  
Personnel Management Bureau *EWV*

Subject: Psychological Test Results Adverse Impact Study

3/2

As requested, an adverse impact analysis was conducted for the entry-level psychological evaluations pursuant to the guidelines set forth in Title 29 of the Code of Federal Regulations, for the Equal Employment Opportunity Commission, Subtitle B-Regulations relating to Labor, Part 1607 – Uniform Guidelines on Employee Selection Procedures.

According to the regulations procedures, having adverse impact constitutes discrimination unless justified. The use of any selection procedure which has an adverse impact on the hiring, promotion, or other employment opportunities of members of any race, sex, or ethnic group will be considered to be discriminatory and inconsistent with the guidelines, unless the procedure has been validated in accordance with these guidelines. These guidelines are set forth in Part 1607.5 – General standards for validity studies. The battery of psychological tests used are nationally recognized and have been validated by their respective publishers.

To determine if adverse impact exist the "four-fifth rule" was used. The regulations state that a selection rate for any race, sex, or ethnic group which is less than four-fifths (4/5) or (80 percent) of the rate for the group with the highest rate will generally be regarded as evidence of adverse impact. The target groups were identified by race/ethnicity and gender. The statistical analysis is based on the pass/fail rate recorded by the Personnel Management Bureau for the past 13 years in compliance with CALEA Standards for adverse impact. As such, an analysis for the entire 13 year period was conducted in conjunction with a five-year analysis. The five-year analysis coincides with the departmental decision to impose stricter standards for applicants that demonstrated deficits involving acting out behavior and violence potential or sociopath behavior traits. This adjustment has eliminated about 5-7% of the marginal applicants that exhibited these previously allowed traits.

Attached for your perusal are the charts for both the 13 and 5 year analysis. The time periods selected and the criteria used to analyze the data were presented to Dr. David Santisteban, Industrial Psychologist for the Employee Relations Department. Dr. Santisteban is responsible for the standards for selection and promotional testing for Miami-Dade County. Dr. Santisteban concurred with the methodology. Also attached are the aforementioned regulations and a psychological testing status update provided by the current vendor, Dr. Mark Axelberd of Law Enforcement Psychological and Counseling Associates, Inc.

\* The results of the research indicated that no adverse impact exists.

EV/ls  
Attachments (4)

### RETESTING/APPEAL

The issue of whether a formal appeal or immediate retesting should exist for a negative psychological rating has long been a perplexing problem. Over many years, we have participated in various agency approaches to this issue from allowing for a second testing to having an additional psychologist review the findings. However, all these policies were rather quickly discarded due to the myriad of complications and unintended consequences that resulted. Therefore, we suggest the following recommendations for those applicants who receive an "Unacceptable" rating. To our knowledge, the vast majority of agencies utilize our suggestions. Other than for the rare exception, this approach seems to work well and is simple to implement and fair to applicants.

1. Initially, applicants are told by the agency that they are eligible for a re-test after a 6 month or 12 month period (6mo. or 12 mo. period discretion of agency) from the date of their report.
2. If an applicant expresses further concerns about his evaluation or asks questions the agency cannot answer, then he or she is referred to our office so we may discuss our findings and provide appropriate feedback. No fee is charged.
3. If an applicant continues to strongly object to the findings, then at the agency's discretion we will provide an in-depth explanation of the findings to an identified official(s) of the agency.
4. Of course, we always remain available to elaborate and discuss the rationale behind any applicant's rating, should the agency not understand the reason(s) supporting the statements on an applicant's report. Often, we find these reviews are very educational and reassure the agency that there are always solid reasons for an applicant's "Unsuitable" rating.

### REPORT FORMAT

Our report format was designed specifically for public safety selection after receiving input from numerous public safety personnel and reviewing ADA and GINA laws, HIPAA privacy requirements, and recent court rulings in this area. Our conclusion is that use of "wordy" narrative reports is very questionable for the purpose of employment testing. Psychologists often become too comfortable with and rely on the use of psychological jargon and flowery descriptions of applicants. However, many times these type reports contain superfluous, confusing, or irrelevant information and are not practical for the task at hand. As a result, many times a psychologist's screening report can lack integration and may not be clearly communicated. Just citing one example, almost all screening psychologists use some type final rating system to categorize applicants. However, some psychologists still do not provide a brief and clear definition differentiating each rating category. Instead, these psychologists assume that the user of

the report will automatically define rating categories such as "Acceptable," "Marginal," "Unacceptable" exactly how the psychologist intended. This is often not the case and can cause major misunderstandings, actual misuse of a report or stigmatize certain applicants. With a few clarifying words or sentences describing a rating category, these problems can be avoided. In our work with Fort Lauderdale PD in the past, we provided ratings on a five point scale. We can continue with that structure or refine the rating structure in a way that best suits the agency, as long as the rating categories are clearly defined and understood.

We find that law enforcement users of screening reports basically want relevant, clear-cut, concise, and easy to understand job-related ratings and statements about an applicant. In many cases, the agency also needs reports quickly. These concerns are exactly what our law enforcement screening reports attempt to address. To summarize, we provide all relevant information and final reports within 24 hours of testing in a concise and user-friendly report. We believe our report format is very thorough, but at the same time, easy to use and simplistic in design. Everything contained in our report format has been well thought out and designed for the specific needs of law enforcement agencies. Of course, the applicant's entire file including psychological profiles, raw data, and any other supportive information is always available should an administrative or legal challenge ever occur.

To further assist the agency, we provide a comprehensive manual that educates the report user on each job-related deficit and assistance in assessing whether the deficit is substantiated by the applicant's personal history and behavior (APPENDIX). Without such assistance, we find that users of a psychologist's report will often just look at the overall rating and little else. From reviewing the bid language in this area, we believe our report format provides the requested information in a focused, practical and user-friendly way.

The following pages contain sample reports. Please note, each applicant's completed Personal History Questionnaire (PHQ) will be attached to each report submitted to the agency. The page number in the Background Section of each report refers to the corresponding PHQ.

**LAW ENFORCEMENT PSYCHOLOGICAL & COUNSELING ASSOCIATES, Inc.**

9960 NW 116 Way, Suite 12  
Miami, FL 33178  
Tel: (305) 442-8800

**Psychological Screening Report**

**NAME:** Joe Appilcant  
**SS#:** xxx-xx-####  
**AGENCY:**  
**POSITION:** Police Officer  
**DATE OF TEST:** X/X/13

**Important Information:** This psychological assessment and report is intended only for psychological suitability screening to identify potential risk factors, traits and attributes associated with satisfactory or below standard performance for the public safety position applied to. This psychological assessment should be one part of a comprehensive selection system. Final ratings and any comments made in this report are based on this applicant's responses on a battery of psychological tests, a background questionnaire and a semi-structured interview focused on job relevant elements. Psychological ratings should be viewed in the context of probable risk and suitability and the hiring agency must decide upon employment standards and make final hiring decisions. This report is intended for use only by the referring agency and for the specific position applied to. Access to this report should be strictly limited to only essential personnel within the selections process and stored in a confidential medical file separate from other personnel information. This assessment and report should not be considered valid for use after one year from date of testing. It is understood that this is post-offer testing and the hiring agency has provided the applicant a Conditional Offer of Employment per the Americans with Disabilities Act (ADA).

The following pages provide a summary of evaluation findings and a signed copy of the applicant's Personal History Questionnaire (PHQ). We recommend that the agency carefully review this questionnaire and rule out any possible discrepancies between information contained in this questionnaire vs. information collected by the agency.

Should there be any further questions or need for clarification about an applicant's report, please feel free to contact our office.

### Summary of Results

This applicant was referred by the Large City PD for a post-conditional offer of employment (COE) job-related psychological evaluation for the position of Police Officer. The applicant was prompt for this appointment and before initiation of the evaluation, standard instructions were provided and an appropriate Consent Form was obtained (See pgs. 2-4 attached PHQ). The applicant was able to follow test directions and complete the evaluation without undue difficulty. The following standardized battery of tests and procedures were administered: MMPI-2-RF, IPI, CPI, IS2, WPT, and a Semi-Structured Interview with a licensed psychologist trained in public safety selection. A final rating was determined after review of the aggregate of information gathered from all phases of the evaluation.

The following job-relevant comments and details are provided to the report user to elaborate, as necessary, the reason(s) for this applicant's final rating and for additional agency investigation of specific events when required. This report was designed with careful consideration of the ADA, GINA, HIPAA, and recent legal rulings pertaining to reporting job-related psychological evaluation findings to employers. The applicant's Personal History Questionnaire (PHQ) is attached as an additional reference source for the agency. For further clarification of an applicant's report, please feel free to contact our office.

#### Validity Statement:

Test results demonstrated normal defensiveness and suggested that the applicant was able to self-disclose appropriately and answer questions without undue guardedness. Therefore, the results of this evaluation are likely an accurate representation of this applicant's personality functioning.

#### Job-Related Personality/Interpersonal Deficits:

\* Note: These "Deficits" will be classified as Mild, Moderate, or Significant. They are determined by the aggregate of information collected from standardized personality profiles, self-reported personal history and a clinical interview.)

#### Deficits Moderately Indicated (Possible characteristics noted):

- **Lack of Tolerance:** (*Rigid; Stubborn; Cynical; Impatient; Challenging; Abrasive; Confrontational; Argumentative; etc.*)

#### Relevant Background History (see attached PHQ for detail):

1. Theft/undetected crime Page 6-9
2. Illicit drug usage Page 9
3. Not selected for hire by other agencies Page 13

Interview Demeanor:

1. Superficially presented as polite and experienced, but also reserved, rigid, and somewhat guarded

Final Rating:

SUITABLE

A "Suitable" rating is given to applicants with limited, if any job-related risk factors concerning their ability to handle the applied for position. These applicants demonstrate a likely probability of successfully completing the selection process and performing their public safety job satisfactorily. Despite this rating, there still may be background material and areas of deficit which may need to be further scrutinized by the agency

Special Comment:

Any deficit(s) noted in the "Job-Related Personality/Interpersonal Deficits" section of the report were determined after a review of the aggregate of information collected from the entire assessment. Deficits labeled as "Mild" to "Moderate" should be considered as potentially at risk job-related traits, but were not as strongly pronounced as a "Significant Deficit." Therefore, it is recommended that the agency further investigate/clarify these deficits to determine whether the applicant meets agency standards for final hire. To aid this process, utilizing the "Report Interpretation Manual" located at [www.lepca.com](http://www.lepca.com) may be of assistance.

Overall, this applicant presented as experienced, capable, and cooperative, although also somewhat reserved/rigid and guarded in demeanor. He reported a mostly unremarkable background and positive work history as a P.O. with Large City PD for the past 23 years. He denied any history of work-related issues or problems, and indicated extensive experience as a Detective in the Homicide Unit. His current standardized objective test results do not indicate any significant concerns for emotional instability, impulsiveness, dangerousness, recklessness, or rule breaking behavior. However, there were some mild to moderate indications on testing that he may be somewhat rigid, stern, impatient, driven, and over-confident at times, possibly coming across as pushy and demanding to others. Under positive conditions, it is likely that he is very capable, successful, and regarded as a positive contributor. However, when pressured or challenged, he may be somewhat harsh or abrasive in response.

Based on this applicant's positive self-reported work history, extensive law enforcement experience, and mostly unremarkable background, there are no reported indications that this mild to moderate deficit has interfered with his interpersonal or occupational functioning. Nevertheless, careful review of this report and his background, particularly his work history with Large City PD, should be reviewed carefully to determine if he was being honest and forthright with information provided. If any additional information is discovered that could substantiate the concerns noted in this report, such as the deficit interfering with his work

performance to a remarkable level, then the agency should be cautious in the final consideration. Additionally, he reported being disqualified or not-selected for hire by more than one agency in the past year. Although he could not provide any specific information as to why he was not selected, the referring agency should carefully investigate this information to determine if any of those agencies uncovered noteworthy concerns or problematic information. Ultimately, a careful review of the aggregate information gathered during the selections process will assist the agency in determining if he meets standards for final hire.



EVALUATOR: \_\_\_\_\_

Brian Mangan, Psy.D.  
Licensed Psychologist

Testing Assistants:      Mayte Aponte  
   Caysyn Creevy



**LAW ENFORCEMENT PSYCHOLOGICAL AND COUNSELING ASSOCIATES, Inc.**

9960 NW 116 Way, Suite 12  
Miami, FL 33178  
Tel: (305) 442-8800

**Psychological Screening Report**

**NAME:** Joe Negative  
**SS#:** xxx-xx-####  
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**POSITION:** Police Officer  
**DATE OF TEST:** X/X/13

**Important Information:** This psychological assessment and report is intended only for psychological suitability screening to identify potential risk factors, traits and attributes associated with satisfactory or below standard performance for the public safety position applied to. This psychological assessment should be one part of a comprehensive selection system. Final ratings and any comments made in this report are based on this applicant's responses on a battery of psychological tests, a background questionnaire and a semi-structured interview focused on job relevant elements. Psychological ratings should be viewed in the context of probable risk and suitability and the hiring agency must decide upon employment standards and make final hiring decisions. This report is intended for use only by the referring agency and for the specific position applied to. Access to this report should be strictly limited to only essential personnel within the selections process and stored in a confidential medical file separate from other personnel information. This assessment and report should not be considered valid for use after one year from date of testing. It is understood that this is post-offer testing and the hiring agency has provided the applicant a Conditional Offer of Employment per the Americans with Disabilities Act (ADA).

The following pages provide a summary of evaluation findings and a signed copy of the applicant's Personal History Questionnaire (PHQ). We recommend that the agency carefully review this questionnaire and rule out any possible discrepancies between information contained in this questionnaire vs. information collected by the agency.

Should there be any further questions or need for clarification about an applicant's report, please feel free to contact our office.

### Summary of Results

This applicant was referred by the Large City PD for a post-conditional offer of employment (COE) job-related psychological evaluation for the position of Police Officer. The applicant was prompt for this appointment and before initiation of the evaluation, standard instructions were provided and an appropriate Consent Form was obtained (See pgs. 2-4 attached PHQ). The applicant was able to follow test directions and complete the evaluation without undue difficulty. The following standardized battery of tests and procedures were administered: MMPI-2-RF, IPI, CPI, IS2, WPT, and a Semi-Structured Interview with a licensed psychologist trained in public safety selection. A final rating was determined after review of the aggregate information gathered from all phases of the evaluation.

The following job-relevant comments and details are provided to the report user to elaborate, as necessary, the reason(s) for this applicant's final rating and for additional agency investigation of specific events when required. This report was designed with careful consideration of the ADA, GINA, HIPAA, and recent legal rulings pertaining to reporting job-related psychological evaluation findings to employers. The applicant's Personal History Questionnaire (PHQ) is attached as an additional reference source for the agency. For further clarification of an applicant's report, please feel free to contact our office.

#### Validity Statement:

Test results demonstrated normal defensiveness and suggested that the applicant was able to self-disclose appropriately and answer questions without undue guardedness. Therefore, the results of this evaluation are likely an accurate representation of this applicant's personality functioning.

#### Job-Related Personality/Interpersonal Deficits:

\* Note: These "Deficits" will be classified as Mild, Moderate, or Significant. They are determined by the aggregate of information collected from standardized personality profiles, self-reported personal history and a clinical interview.)

#### Deficits Moderately Indicated (Possible characteristics noted):

- **Lack of Integrity:** (*Disregards rules; Deceitful; Mischievous; Defiant; Untrustworthy; etc.*)
- **Lack of Self-Control:** (*Thrill seeking; Over-confident; Impulsive; Risk-Taking; Domineering; Over-reactive; Prone to self-destructive behaviors; etc.*)
- **Lack of Emotional Composure:** (*Easily upset; Overwhelmed under stress; Emotionally over-reactive; Vulnerable to stress; etc.*)

Deficits Strongly Indicated (Possible characteristics noted):

- **Lack of Tolerance:** (Rigid; Stubborn; Demanding of self & others; Cynical; Impatient; Challenging; Abrasive; Confrontational; Argumentative; etc.)

Relevant Background History (see attached PHQ for detail):

1.	Arrest	Page 5
2.	Illicit drug usage	Page 9
3.	Past and/or present excessive use of alcohol	Page 10-11
4.	Lack of stable work history	Page 11-13
5.	Not selected for hire by other agencies	Page 13
6.	Below average student/problems in school	Page 17
7.	Counseling/mental health TX	Page 20

Interview Demeanor:

1. Superficially presents as polite and cooperative, although somewhat overly-controlled and high strung.

Final Rating:

UNSUITABLE

An "Unsuitable" rating is given to applicants who demonstrate significant or multiple job-related risk factors. These applicants are less likely to complete the selection process successfully and/or demonstrate a high propensity for performance problems in the applied for position. This rating applies only to the applicant's suitability for the specific position applied to and should not imply, in any way that an applicant has serious mental health problems.

Special Comment:

The above rating was based on a careful review of the aggregate of information collected from standardized testing, self-reported personal history, and interview observations. Overall, this applicant's standardized objective profiles were consistent, concerning, and indicated support for deficit areas associated with work in public safety (relative to other police officer candidates.) His profiles indicated remarkable concern for flexibility and composure issues, impatience and intolerance, and interpersonal difficulties. Essentially, testing indicated across the board that he will likely be over-controlled and highly demanding of self and others to the point of concern, may be over-reactive at times, is prone to becoming overwhelmed with stress, and may be abrasive with others. Also, interpersonal presentation and his own self-report during the interview confirmed the objective test results and deficit areas noted.

Moreover, this applicant reported concerning background events such as multiple issues with alcohol consumption, including kicked out of college after drinking and blacking out on campus and getting arrested due to behavior while under the influence of alcohol. Also, he reported use of marijuana, performance enhancing drugs, and recreational use of prescription pills including Xanax (anti-anxiety) and Ritalin (attention/concentration stimulant.)

Therefore, in comparison to other applicants and those already satisfactorily performing the designated job, this applicant represented a potentially high risk for future job-related problems or sub-standard performance. For further details, please review the information contained in this report and attached background questionnaire.



EVALUATOR: \_\_\_\_\_

Brian Mangan, Psy.D.  
Licensed Psychologist

Testing Assistants:     Mayte Aponte  
                                  Caysyn Creevy

APPENDIX

Personal History Questionnaire

Report Interpretation Manual

Law Enforcement Psychological & Counseling Associates, Inc.  
9960 NW 116<sup>th</sup> Way, Suite 12  
Miami, FL 33178

PERSONAL HISTORY QUESTIONNAIRE (PHQ)  
PUBLIC SAFETY CANDIDATES

POST-CONDITIONAL OFFER OF EMPLOYMENT  
(One-Step Evaluation)

TODAY'S DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_

NAME: \_\_\_\_\_  
FIRST MI LAST

HOME ADDRESS: \_\_\_\_\_

TELEPHONE CONTACT #: \_\_\_\_\_

LAST 4 DIGITS of SS#: XXX - XX - \_\_\_\_\_ DATE OF BIRTH: \_\_\_\_/\_\_\_\_/\_\_\_\_

SEX (CIRCLE): M F AGE: \_\_\_\_\_

MARITAL STATUS (CIRCLE): Single Married Divorced Separated

HIGHEST DEGREE (CIRCLE): GED H.S. Associate Degree Bachelor's Degree Master's or Higher

ETHNICITY (check all that apply): Caucasian ( ) African American ( ) Hispanic ( )  
Haitian ( ) Amerindian ( ) Asian ( ) Other: \_\_\_\_\_  
specify

AGENCY APPLYING TO: \_\_\_\_\_

POSITION: \_\_\_\_\_

Copyright: 10/13 version. LEPCA

\_\_\_\_\_ Last Name, First Initial

Before beginning the evaluation, we ask that you carefully read and sign the following consent form. It provides a description of the evaluation, use of the results and other conditions relevant to this evaluation.

**STATEMENT OF UNDERSTANDING AND INFORMED CONSENT**  
**Between Law Enforcement Psychological and Counseling Associates (LEPCA) and Examinee**

1. I understand this pre-employment psychological evaluation is required by and part of the selection process for employment with the agency I am applying to. This evaluation is being conducted on that agency's request and for their sole use. This evaluation is Post-Conditional Offer of Employment (COE) per the Americans with Disabilities Act (ADA), and you should have already received a COE from the hiring agency. The only purpose of this evaluation is to assess my psychological suitability and potential risk factors for the applicable position. The hiring agency will notify me of my results. Therefore, I will not contact the Law Enforcement Psychological & Counseling Associates (referred to as "LEPCA") office for my results.
2. I understand this evaluation involves the administration of several standardized psychological instruments, a personal background questionnaire and a semi-structured interview with a licensed psychologist trained in public safety assessment and screening. Some of the written and interview questions by necessity relate to private and protected healthcare information and I understand the importance of answering questions honestly. As with any hiring procedure, I have the right to refuse this evaluation or terminate the evaluation at any time. However, I understand that refusal to complete this evaluation could have negative implications for my final hire as determined by the hiring agency.
3. The Genetic Information Nondiscrimination Act of 2008 (GINA), is an Act of Congress in the United States designed to prohibit the use of genetic information in health insurance and employment. As such, during this screening process, LEPCA **will not** request or require any protected genetic information, which directly includes family medical information, such as the manifestation of a disease or disorder in family members.
4. **I understand the usual confidentiality and Doctor-Patient relationship between a psychologist and a client does not apply to this evaluation. This evaluation is not to provide me any treatment or healthcare. Therefore, I acknowledge and understand that a written and/or oral record of findings of this evaluation shall be provided to the applicable agency. The report could include job relevant protected healthcare information such as drug usage and alcohol habits. Moreover, this report will contain background information, along with comments deemed relevant and consultative ratings as to my suitability/risk for the position I am applying to.**
5. **I further understand that a separate Authorization to Use and Disclose Protected Healthcare Information (PHI) form is contained in this packet for my review and signature. Should I choose not to sign the authorization to release protected healthcare information, the evaluation will not be conducted. If the findings of this evaluation are challenged in an adjudicative procedure, the firm may make full disclosure as may be necessary or required by law.**
6. I acknowledge and understand that the hiring agency makes the final determination as to my employment with that agency and determines the standards and psychological degree of suitability it requires for final hire. It is at the hiring agency's discretion and choice as to how much "weight" or importance it shall place on the psychological suitability report provided by the firm. Therefore, depending on the hiring agency's consideration and use of LEPCA's findings and consultative ratings, the results of this evaluation may have a significant impact on my ultimate hiring.

- 7. I understand that selection research including validity studies and test instrument development may be conducted using data from this evaluation. Published written results of such research will not include the identity of any individual applicants. This is voluntary and if I do not wish to participate I will let the testing coordinator know.
- 8. This evaluation is being conducted solely to assist the hiring agency in determining my suitability for hire. Since the hiring agency is the client of record and sole user of the report, my authorization will not permit LEPCA to release my report to me or any third party. Therefore, I understand that requests for a copy of my report or any other data produced by this evaluation should be made to the hiring agency for their consideration.
- 9. If I have undergone prior mental health treatment or psychological evaluations with another healthcare provider, I may be requested to sign an additional release of information for LEPCA to obtain and review those records. I understand my refusal to provide this authorization may result in LEPCA being unable to complete my evaluation. If a prior evaluation of me was conducted by LEPCA, I understand and acknowledge that LEPCA may review the record of that evaluation. I understand and agree to any relevant information from past treatment or evaluations being commented on in my report to the agency.
- 10. If it is anticipated or known that I will be undergoing another pre-employment psychological evaluation within the next six months, then feedback about my evaluation results, verbal or otherwise, will not be provided by LEPCA to me.
- 11. The firm will advise the hiring agency to limit access to my report to only relevant personnel within the selection process. Nevertheless, once my report is submitted to the hiring agency the firm cannot guarantee that the hiring agency will not disclose the report itself or information contained in the report to another party. By signing this authorization, I expressly release LEPCA and its individual members from any liability for such disclosure.
- 12. I understand that if hired, during training and probationary phases of employment, a member of LEPCA when requested by the hiring agency may discuss my evaluation results with an agency official.
- 13. I require no special accommodation to complete this evaluation due to any handicap and/or disability. I also confirm that there is no special reason (illness, etc.) why I cannot take this evaluation today. If there is a circumstance that prevents me from undergoing this evaluation today, I will let the testing coordinator know immediately.

**If I have any questions, I will let the testing coordinator or psychologist know now.**

**I have read, understand and agree to all of the above conditions of this evaluation and consent to participate in the evaluation.**

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**\*\*If you request a copy of this Consent Form, one will be provided to you**



**Authorization To Use And Disclose Protected Healthcare Information (PHI)**

I authorize Law Enforcement Psychological & Counseling Associates, Inc. and its agents (referred to as "LEPCA") to use and disclose findings and opinions concerning my past, present or future physical or mental health condition, as well as ratings, recommendations and comments as to my psychological suitability for the position I have applied for, to a designated representative of the referral agency for this evaluation. I further authorize LEPCA to disclose any relevant information from my evaluation to an agency representative during my training phases of employment, should I experience performance problems and remedial measures are being considered. This authorization does not further authorize any of my prior or current health care providers to disclose my healthcare records to LEPCA, without a separate authorization signed by me to release such records.

I understand that the information disclosed to the agency may contain information of the type listed below. By placing my initials on the appropriate space below, I understand and agree that such information may be disclosed. If I choose to refuse disclosure of this type information, then the evaluation will not be conducted and the referring agency will be notified accordingly. I further understand that this refusal may have a negative impact on my job application, as determined by the agency. I hereby release LEPCA from any and all liability, or negative consequences resulting from my refusal to disclose this information: (Please initial to consent)

\_\_\_\_\_ Mental Health Information (you must initial this for evaluation to be conducted)

\_\_\_\_\_ Alcohol/Drug diagnosis or treatment (you must initial this for evaluation to be conducted)

I understand the following:

1. LEPCA will make a good faith effort to only release that private information, which is relevant and necessary to address the purpose of the evaluation and to support the findings and ratings contained in the report.
2. LEPCA will advise the agency to store my report in a confidential medical file separate from other personnel materials, and to make this information available only to those with a genuine reason to know. However, LEPCA cannot take responsibility or control how an agency will ultimately use the report and/or possibly release this report to another party. I hereby release LEPCA from any and all liability that might arise from an agency's misuse or unauthorized disclosure of information.
3. I understand that I will not receive a copy of my report from LEPCA, and will not have the authority to compel LEPCA to release my report to any other party or third person.
4. I do not have to sign this authorization. However, refusal shall result in the evaluation not being conducted, and at the agency's discretion, may have a negative impact on my employment application. If I do not sign this authorization form, I hereby release LEPCA from any and all liability from negative actions that may result from this decision.
5. You may revoke this authorization at any time by sending written notice to: Law Enforcement Psychological and Counseling Associates, Inc., 9960, NW 116<sup>th</sup> Way, Suite 12, Miami, FL 33178

Any disclosures or use of your report made before this notice cannot be withdrawn or undone.

**I have carefully read this authorization form and I understand it. Unless revoked, this authorization shall expire three years from the date signed below.**

Signature of Applicant	Date	Printed Name of Applicant
------------------------	------	---------------------------

Signature of Witness (OFFICE)	Date	Printed Name of Witness
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## TESTING INSTRUCTIONS

Please read these instructions very carefully.  
Following these instructions is a critical part of the evaluation process.

**The department you are applying to makes the final decisions in the selection process and will contact you directly to let you know if you will continue in the hiring process. Please do not contact this office regarding your results.**

1. The average applicant takes approximately 4-6 hours to complete the evaluation. Therefore, we would recommend completing the tests at a pace that would be natural and comfortable for you.
2. There is to be **NO TALKING** and **NO CELL PHONE USE** in the testing area once the testing process has begun (we will be collecting cell phones and tablets). We also require that applicants not discuss the contents of the tests among themselves.
3. You may take rest breaks if desired. You may bring snacks and drinks to help you get through the testing if needed. Restrooms are available outside of the testing room.
4. **\*Forms and test instruments are to be completed in the order they are placed in your folder.**

\*The Personal History Questionnaire must be filled out completely and using a **PEN** only. If there is a section that does not apply to you (i.e. military experience/public safety experience), please write N/A for "not applicable" at that section and move on to the next section.

\*When you complete all sections that apply, **be sure to sign and date the last page.**

\*Please read **CAREFULLY** and follow the directions for each test instrument. Carefully fill out and bubble in all identifying information on Scantron forms using **PENCIL** only. Please darken in your answers and **DO NOT MAKE ANY MARKS IN THE BOOKLETS.**

\*There are 2 dictionaries located in the testing room in case you need to look up any words that you are not familiar with. We recommend that you use these resources as much as you need to in order to give an accurate representation of yourself.

5. Please place your completed forms, test booklets and answer sheets in the plastic basket on your desk as you finish each one. **PLACING COMPLETED ITEMS IN THIS BASKET IS EXTREMELY IMPORTANT.**
6. When you finish ALL the testing, any remaining materials in your basket should be placed in your folder and placed in the wire basket located in the back of the room. If you are still waiting to be interviewed by the psychologist, please have a seat in the room labeled **"Applicant Waiting Room"**.

**REMEMBER: DO NOT leave the office until all remaining materials have been turned in and you have been interviewed by a psychologist.**

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Filling out written forms correctly is an important function of being a public safety officer. Therefore, we ask that you carefully read all questions and answer each one with honest and complete information.

**\* Please remember, following instructions is a part of this evaluation**

Please answer the following items by circling Y (yes) or N (no) and where required filling in the necessary information. Should there be an item where you are uncertain how to respond, answer the best you can and an opportunity will be given in the interview for clarification. A copy of this questionnaire will be provided to the applicable public safety agency, therefore we remind you to be truthful when answering all items.

**I have read the above and understand that if I deliberately withhold, falsify or otherwise provide misleading or incorrect information on this background form that my application for employment could be denied or terminated.**

Please Initial: \_\_\_\_\_

**\*\* PLEASE REMEMBER TO SIGN FORM ON PAGE 24**

**LEGAL HISTORY**

1. Have you ever been arrested? If yes, how many times? \_\_\_\_\_ (Includes situations where charges were dropped, case sealed or promise to appear). If yes, please provide for each arrest (year of arrest, the charge(s) and outcome of the case: Y or N

Yr: \_\_\_\_\_ Charge: \_\_\_\_\_ Outcome: \_\_\_\_\_

Yr: \_\_\_\_\_ Charge: \_\_\_\_\_ Outcome: \_\_\_\_\_

Yr: \_\_\_\_\_ Charge: \_\_\_\_\_ Outcome: \_\_\_\_\_

Yr: \_\_\_\_\_ Charge: \_\_\_\_\_ Outcome: \_\_\_\_\_

Yr: \_\_\_\_\_ Charge: \_\_\_\_\_ Outcome: \_\_\_\_\_

2. Have you ever been a member of a street gang? If yes, provide a brief explanation: Y or N

\_\_\_\_\_

3. Have you ever been a member of or have associated with persons belonging to groups such as the Ku Klux Klan, neo-Nazi, Skinheads, etc? If yes, please provide a brief explanation: Y or N

\_\_\_\_\_

4. Have you ever used a fictitious name or someone else's identity for any illegal or dishonest purpose? If yes, please provide a brief explanation: Y or N

\_\_\_\_\_

5. Have you ever been questioned as a suspect in a crime but were never formally charged? If yes, please provide a brief explanation: Y or N

\_\_\_\_\_

- 6. Since age 12, have you ever committed petty theft? (i.e., taken something from a store without paying for it) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 7. Have you ever taken money that did not belong to you? (Other than small change you might have taken from a parent as a child) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 8. Have you ever assisted anyone in stealing money or merchandise? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 9. Have you ever been accused of stealing money? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 10. Have you ever purchased or sold an item which may have been stolen? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 11. Did you ever steal a part off a car (radio, tires, hub caps, antenna, etc.)? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 12. Did you ever steal a car or go joy riding? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 13. Have you ever taken anything from someone else's residence without their permission? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 14. Did you ever deliberately drive off without paying for gas? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 15. Have you ever stolen the services of a utility company (gas, water, power) or a cable company? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 16. Have you ever filed or been accused of filing a false insurance claim? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 17. Have you ever obtained or been accused of receiving unemployment, welfare funds or food stamps illegally? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 18. Have you ever set fire to something maliciously? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 19. Have you ever committed a crime(s) without being caught? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

- 20. Are you presently, or in the past been a plaintiff or defendant in a lawsuit? If yes, please provide **Y** or **N**  
**brief explanation:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
  
- 21. Since age 16, have you been in a fistfight or argument which involved physical **Y** or **N**  
 contact? If yes, how many? \_\_\_\_\_ Please provide a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
  
- 22. Were you ever in a fight in which a weapon was used (gun, knife, club, etc.) **Y** or **N**  
 If yes, please provide a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_
  
- 23. Have you ever been involved in a domestic violence incident with your spouse, another **Y** or **N**  
 family member, roommate, boyfriend/girlfriend or significant other? (This includes  
 pushing or shoving) If yes, how many times? \_\_\_\_\_ Last occurrence? \_\_\_\_\_  
 Please provide a **brief** explanation including whether police were called: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
  
- 24. Other than listed above, have you ever been involved in any kind of domestic incident **Y** or **N**  
 where the police were called? If yes, how many times? \_\_\_\_\_ Last occurrence? \_\_\_\_\_  
 Please provide a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
  
- 25. Has anyone ever requested or received a court ordered injunction against you for behavior **Y** or **N**  
 such as domestic violence or stalking behavior? If yes, please provide a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_
  
- 26. Have you or your spouse, or any caretaker of your children ever used physical discipline **Y** or **N**  
 that produced injuries, welts, or bruises on your children? If yes, please provide a **brief**  
 explanation: \_\_\_\_\_
  
- 27. Have you ever been accused of child abuse, neglect or been referred to HRS (Child **Y** or **N**  
 Protective Services)? If yes, provide a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
  
- 28. Have you ever been accused or charged with cruelty to animals? If yes, please provide **Y** or **N**  
 a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_
  
- 29. Have you ever been accused of stalking or making threats of physical harm towards your **Y** or **N**  
 spouse or romantic partner? If yes, please provide a **brief** explanation: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**DRIVING HISTORY**

- 30. Have you received more than 2 moving violations in the last 3 years? Y or N
- 31. How many total traffic tickets have you received in your lifetime (do not include parking tickets)? (exact number or range) \_\_\_\_\_
- 32. How many of these tickets were for moving violations? (exact number or range) \_\_\_\_\_
- 33. Have you received any parking tickets in the past 12 months? If yes, How many \_\_\_\_\_ Y or N
- 34. Have you ever had more than \$100.00 in unpaid parking tickets? Y or N
- 35. Do you currently have unpaid tickets? Y or N
- 36. How many motor vehicle accidents have you had in your lifetime? (only include accidents in which damage was estimated at \$500 or more) (exact number or range) \_\_\_\_\_
- 37. Do you own or operate any vehicles on which you have no insurance? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 38. Have you had 2 or more car accidents where you were at fault? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 39. Have you ever been sued as a result of an accident? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 40. Were you ever the driver in a vehicle accident after consuming alcohol within the prior 3 hours? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 41. Has your driver's license ever been suspended? If yes, number of times \_\_\_\_\_ Y or N  
Please provide a brief explanation: \_\_\_\_\_
- 42. Have you ever been refused a driver's license by any state? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

**DRUG HISTORY**

- 43. Have you ever knowingly been around illicit drugs? (Even if you did not use them) Y or N  
If yes, please provide the approximate date and circumstances of the last time you were around illicit drugs:  
\_\_\_\_\_  
\_\_\_\_\_
- 44. Are you around any illicit drugs now? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_

45. Does your spouse or significant other (girlfriend, boyfriend), any member of your immediate family or close friend(s) use marijuana or other illicit drugs? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

46. If you have used any illegal substances in your lifetime, please provide requested information on drug usage such as marijuana, cocaine, hashish, steroids, LSD-Acid, ecstasy, etc.

SUBSTANCE:	EXACT OR APPROXIMATE NUMBER OF TIMES USED:	YEAR OF FIRST USAGE:	YEAR OF LAST USAGE:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

47. Have you ever held illegal drugs for anyone? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

48. Have you ever purchased marijuana or any other illicit substance for your personal usage? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

49. Have you ever used marijuana or any other illicit substance with no one else present? Y or N

50. Have you ever sold, supplied or provided illicit drugs to other persons such as friends? (Even if you received no money) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

51. Have you ever driven a vehicle under the influence of marijuana or any other illegal drugs? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

52. Have you ever gone to work under the influence of marijuana or any other illegal drugs? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

53. Do you smoke cigarettes or use any other tobacco products? If yes, for how long and how many or how much per day? \_\_\_\_\_ Y or N

54. Have you ever taken prescription medication prescribed for someone else on 3 or more different occasions? (i.e., Xanax, Valium, sleeping medication, etc.) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

55. Have you ever been dependent on, or addicted to any prescription or over the counter medication? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

56. Are you currently taking any physician prescribed medication(s)? If yes, please list: \_\_\_\_\_ Y or N

\_\_\_\_\_

**ALCOHOL HISTORY**

57. Have you consumed alcohol in the past 12 months? Y or N
58. What was the exact or approximate date of your last drink? \_\_\_\_\_
59. What did you drink? \_\_\_\_\_
60. How many drinks did you have? \_\_\_\_\_
61. What is the greatest number of alcoholic drinks you consumed in a 24-hour period in the last 12 months? \_\_\_\_\_ How many times in the past 12 months have you had that many drinks? \_\_\_\_\_
62. How many alcoholic drinks do you consume on average in a typical week? \_\_\_\_\_
63. How many drinks does it take for you to feel the first effects of alcohol? (feel "high", or "buzzed") \_\_\_\_\_
64. How many drinks does it take before you become intoxicated, drunk, or impaired? \_\_\_\_\_  
How many times in the last 12 months have you had that many drinks? \_\_\_\_\_
65. Have you ever experienced blackouts (loss of recall for events that occurred while intoxicated) or missed any days of work because of alcohol consumption? If yes, provide a brief explanation: \_\_\_\_\_ Y or N
66. Have you ever used a fake I.D. to obtain alcohol? If yes, how many times? \_\_\_\_\_ Y or N
67. Have you ever bought alcohol for or sold alcohol to a minor?  
If yes, how many times? \_\_\_\_\_ Y or N
68. Have you ever driven a vehicle after having consumed 4 or more alcoholic beverages in the previous 3 hours? If yes, approximate number of times \_\_\_\_\_  
Approximate date of last occurrence \_\_\_\_\_ Y or N
69. Have you ever consumed alcohol, beer or wine while on the job? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N
70. Have you even been warned by an employer regarding your drinking habits? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
71. Have you ever gone to work with a hangover? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N
72. Have you or anyone close to you ever considered your consumption of alcohol a problem? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N



73. Has there been a period in your life when you drank alcohol much more than you do now? Y or N  
 If yes, please provide a brief, but specific explanation including how often and how many alcoholic beverages per occasion (on average) and for what period of time: \_\_\_\_\_  
 \_\_\_\_\_

74. Have you ever been in any kind of trouble for your alcohol behavior? If yes, please Y or N  
 provide a brief explanation: \_\_\_\_\_  
 \_\_\_\_\_

**JOB HISTORY**

75. Are you presently employed? If yes, please provide the following: Y or N  
 Current Employer: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Length of Employment: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

76. Please list the information for all additional jobs held for the past seven years:

Employer: \_\_\_\_\_  
 Job Position: \_\_\_\_\_  
 Length of Employment: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_  
 Reason for Dismissal/Leaving \_\_\_\_\_

Employer: \_\_\_\_\_  
 Job Position: \_\_\_\_\_  
 Length of Employment: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_  
 Reason for Dismissal/Leaving \_\_\_\_\_

Employer: \_\_\_\_\_  
 Job Position: \_\_\_\_\_  
 Length of Employment: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_  
 Reason for Dismissal/Leaving \_\_\_\_\_

Employer: \_\_\_\_\_  
 Job Position: \_\_\_\_\_  
 Length of Employment: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_  
 Reason for Dismissal/Leaving \_\_\_\_\_

Employer: \_\_\_\_\_  
 Job Position: \_\_\_\_\_  
 Length of Employment: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_  
 Reason for Dismissal/Leaving \_\_\_\_\_

77. Have you ever been fired or forced to resign from a job? How many? \_\_\_\_\_ Y or N  
 (Include any job you may have left while under investigation)  
 If not noted above in questions #76 or #77, please provide following information on the job(s) you were terminated from:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

- 78. Other than when a full-time student or for child rearing, have you ever been unemployed for a period of 6 months or longer? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 79. Other than jobs related to question 77, are there any other employers that you believe would not consider you for rehire or provide you a positive reference? If yes, please provide name of employer and your job position: \_\_\_\_\_ Y or N
- 80. Have you ever worked "off the books" for an employer where you did not pay income tax and/or were paid in cash? If yes, how many times \_\_\_\_\_ and please provide a brief explanation: \_\_\_\_\_ Y or N
- 81. Have you ever taken unauthorized money or merchandise from an employer? (excluding a petty item such as a pencil or pen) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 82. Have you ever been aware of thefts by co-workers and you did not report it? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 83. Have you ever deliberately damaged or broken any merchandise or property belonging to an employer? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 84. Have you had any unscheduled absences at work over the last 12 months due to car trouble, weather, family problems or emergencies? How many \_\_\_\_\_ Y or N
- 85. Have you ever applied for unemployment and been turned down? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 86. Approximately how many days did you call in sick and miss work in the last 12 months? \_\_\_\_\_
- 87. How many times in the last 12 months did you call in sick when you were well enough to work? \_\_\_\_\_
- 88. Have you ever helped anyone steal merchandise or money from an employer? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 89. Have you ever used an employer's telephone for personal long distance calls? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 90. Have you ever been counseled at work for unauthorized use of a telephone or computer? (i.e., sending personal e-mails) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 91. Have you been late to work in the last twelve months? If yes, approximately how many times? \_\_\_\_\_ Y or N
- 92. Have you ever been counseled or reprimanded for being late or missing many days of work? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

93. Have you ever been counseled or reprimanded by your employer/supervisor for unsatisfactory performance on a job? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
94. Have you ever gotten into arguments with co-workers or supervisors at work, where you raised your voice or used insulting language? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
95. Have you ever been accused or had a complaint filed against you alleging insensitive or inappropriate behavior against women, minorities, or homosexuals? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
96. In the past five years, have you ever had a serious personality conflict with a co-worker or supervisor at work? If yes, approximate number \_\_\_\_\_ Y or N
97. Have you changed jobs more than 3 times in the last 3 years? Y or N
98. Have you ever been accused of sexual harassment by any co-worker or has anyone ever filed a sexual harassment complaint against you? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
99. Do you sometimes make jokes or negative comments at work about women, minorities, or other protected groups (such as homosexuals, transgender people)? Y or N
100. Have you ever filed a lawsuit or other legal action against an employer? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
101. Have you ever applied for or received Workers' Compensation (due to a work related injury?) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
102. Have you had two or more work related accidents? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
103. At any place you have ever worked, what's the worst trouble you've ever gotten into? Please explain: \_\_\_\_\_
104. Have you ever previously applied for public safety position and/or self-sponsored academy and not been selected? If yes, list department(s), dates, and a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
105. Have you ever previously taken a psychological evaluation for a public safety position and/or self-sponsored academy position? If yes, please provide name of department(s) and/or academy and the year of testing for each: \_\_\_\_\_ Y or N  
\_\_\_\_\_

**\*\* ITEMS 106 - 129 TO BE COMPLETED ONLY BY APPLICANTS WITH PUBLIC SAFETY EXPERIENCE**

**(i.e., Police Officer, Deputy Sheriff, Trooper, Correctional/Detention Officer, Detention Deputy, Detention Technician, Detention Aide, Firefighter, etc.)**

**Please complete items 106 - 129 as it applies to your Public Safety Position experience:**

106. Have you ever received an unsatisfactory performance evaluation while a public safety officer? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
107. As a public safety officer, (to your knowledge) have any citizen complaints been filed against you? If yes, how many? \_\_\_\_\_ Y or N
108. Were any of these complaints sustained? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
109. Did any of these complaints involve excessive use of force? If yes, how many? \_\_\_\_\_ Y or N
110. Were any of these excessive use of force complaints sustained? If yes, how many? \_\_\_\_\_ Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_
111. Have you ever received any written reprimands? If yes, how many? \_\_\_\_\_ Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_
112. Have you ever planted evidence on a person or place? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
113. Have you ever been accused or investigated for planting evidence? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
114. Have you ever kept property, illicit drugs or money from any search, crime scene, accident scene or dead person? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
115. Have you ever falsified anything on a police report or affidavit? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
116. Have you ever been accused or investigated for falsifying a police report, affidavit or giving false statements during an official departmental investigation or court related matter? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
117. Have you ever resigned from a law enforcement position to avoid termination and/or as part of an agreement/settlement with the department? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_

118. If you are currently a law enforcement officer, why do you want to leave the department you work for now? \_\_\_\_\_

119. Other than complaints included above, have you ever been the subject of an internal affairs investigation for any reason? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

120. Have you ever been suspended from duty? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

121. Since becoming a public safety officer, have you ever used any illegal drugs? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

122. As a public safety officer, did you ever drink alcohol while on duty? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

123. As a public safety officer how many on-duty traffic accidents have you had? (regardless of who was at fault) approximate number \_\_\_\_\_

Y or N

124. Have you ever been involved in any duty related shooting? If yes, how many? \_\_\_\_\_

Y or N

125. Have you ever been terminated or forced to resign from a public safety position? (Even if reinstated) If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

126. During your employment as a public safety officer, have you ever been mandated for a psychological fitness for duty, counseling or been placed on a Early Warning System list? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

127. Have you ever been granted or applied for disability as a result of your public safety work? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

128. Are you presently or have you ever been a plaintiff or defendant in any lawsuit related to your activities? If yes, please provide a brief explanation: \_\_\_\_\_

Y or N

129. List all the public safety agencies you have worked for, approximate date of employment and reason(s) for leaving.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**FINANCIAL HISTORY**

- 130. Have you ever declared bankruptcy, had serious credit problems, or do you currently have any accounts in collections or owe the IRS money? Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_
- 131. Do you currently have an educational loan (school loan) that you are behind on the payments? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 132. If married, do you have any asset accounts (including checking accounts, savings accounts, cash funds, real estate property, deeds of trust, certificates of deposit, etc.) that are unknown to your spouse? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
- 133. Do you have any credit cards in your name of which your spouse is unaware? (Purpose of this private account?) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
- 134. Have you ever pawned any merchandise? How many times \_\_\_\_\_ what? \_\_\_\_\_ Y or N
- 135. Have you written a check in the past 12 months that bounced? Y or N  
If yes, how many? \_\_\_\_\_ Did you cover the check? Circle Y or N
- 136. Have you ever written checks, used credit cards, gas cards, phone cards without the owner's permission? Please explain: \_\_\_\_\_ Y or N
- 137. Have you ever been taken to court due to a debt or a bill? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
- 138. Have you ever failed to file an income tax return for any year which one was required? Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_
- 139. Have you ever been evicted from your place of residence due to nonpayment of rent? Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_
- 140. Have you ever had any property items (car, etc.) repossessed by or turned in to a bank or finance company? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
\_\_\_\_\_
- 141. Do you pay child support? Y or N  
If yes, are you behind or delinquent on your payments?  
\_\_\_\_\_

142. Do you gamble on sporting events, horse races, cards, in casinos, etc. more than once a month? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
143. Have you placed a bet on something in the past 12 months? Date of last bet? \_\_\_\_\_ Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_
144. Have you ever been involved in illegal gambling? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
145. Have you ever borrowed money to gamble? How much and from whom? \_\_\_\_\_ Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_
146. Do you typically spend more than \$25.00 a week buying Florida lottery tickets? Y or N
147. Do you have any gambling debts now? Approximate amount: \_\_\_\_\_ Y or N
148. What is the largest amount of money you have ever bet or gambled over a period of one week? \_\_\_\_\_
149. Has anyone ever considered your gambling to be a problem? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

### EDUCATIONAL HISTORY

150. In school, did you ever have to repeat a grade? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
151. As a child, were you ever treated for Attention Deficit Disorder (ADD), hyperactivity or any other behavior control problems? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
152. In High School, did you ever attend summer school because of low grades? Y or N
153. Did you drop out of high school and receive a GED? Y or N  
If yes, provide a brief explanation: \_\_\_\_\_
154. Did you attend an alternative High School in order to receive your High School diploma? Y or N  
If yes, please provide a brief explanation: \_\_\_\_\_
155. Have you ever been suspended (indoor or outdoor) from High School due to your behavior? (skipping, fighting, etc.) If yes, please provide a brief explanation: Y or N  
\_\_\_\_\_  
\_\_\_\_\_
156. Have you ever been expelled from a school? If yes, please provide a brief explanation: Y or N  
\_\_\_\_\_  
\_\_\_\_\_
157. Have you ever attended more than 2 colleges or universities without receiving a degree? Y or N

158. Have you ever been suspended or dismissed from college because of low grades or poor academic performance? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

159. Please list college level degree(s) you have received (name of school, type of degree, major and date of graduation). \_\_\_\_\_  
 \_\_\_\_\_

If no degree completed, how many college credits did you complete and where? \_\_\_\_\_  
 \_\_\_\_\_

**SEXUAL HISTORY**

160. Have you ever been in trouble for or been accused, whatsoever, of sexual misconduct? (i.e., accused of molestation, date rape, sexual assault, indecent exposure, peeping Tom behavior or any other sex offense) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

161. Since you have been 18 years of age have you had any sexual involvement with a person 15 years old or younger? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

162. Have you ever committed a sex act in a public place or in open public view? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

163. Have you ever solicited or used the services of a prostitute? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

164. Have you ever paid for any type of sex act? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

165. Have you ever received money for providing sexual services? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

166. Have you ever accessed a pornographic Internet site from a computer at work, including your own personal computer while at work? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

167. Have you ever used the Internet to post or send a picture of yourself to someone other than your spouse/significant other that could have been considered sexually provocative in nature? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_

168. Have you ever used the Internet, magazines, movies or other media to view child pornography? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N  
 \_\_\_\_\_



- 169. Have you ever bought, ordered, obtained, used or sold any sort of child pornography? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N
- 170. Have you ever made obscene phone calls of a sexual nature? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 171. Have you ever had sex in the workplace or while on duty? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N
- 172. How much time do you spend on average per week viewing pornography in magazines, videos or on the Internet? \_\_\_\_\_ If you view pornography, does your spouse/romantic partner know about your viewing of pornography? Y or N
- 173. Other than your spouse, have you ever taken a photo or video of anyone in the nude? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N

**WEAPONS HISTORY**

- 174. Have you ever owned a firearm? Y or N
- 175. Do you currently own a firearm? If yes, how many? \_\_\_\_\_ Y or N
- 176. Why or for what purpose do you own a firearm(s)? \_\_\_\_\_
- 177. How do you store your firearm(s)? \_\_\_\_\_  
\_\_\_\_\_
- 178. Have you ever had any accidents or accidental discharges using a firearm? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N
- 179. Other than for legitimate job related duties (i.e., public safety, military combat) have you pointed a firearm at someone or had a firearm pointed at you? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N
- 180. Have you ever had an unauthorized or illegal firearm in your possession? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ Y or N
- 181. Did you ever have a gun permit denied or revoked? If yes, please provide a brief explanation: \_\_\_\_\_  
\_\_\_\_\_ Y or N

**MILITARY HISTORY (if applicable)**

Branch and date(s) of military service \_\_\_\_\_

182. Did you receive any disciplinary action(s) whatsoever while a member of the armed forces? If yes, please brief explanation: \_\_\_\_\_ Y or N

183. While in the military, did you ever receive a reduction in rank? Y or N

184. Did you leave the service before you completed your full term of enlistment? (other than routine early out or troop reduction program) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

185. If in the service did you receive less than a full honorable discharge? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

186. If in the service, was your discharge related in any way to psychological issues? If yes, please specify: \_\_\_\_\_ Y or N

187. Did you ever apply to the Veteran's Administration (VA) for a service connected disability for either psychological or medical injuries? If YES, please provide info on if the request was awarded, for what condition, and for what % disability: \_\_\_\_\_ Y or N

188. Did you serve in an overseas combat operation? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

189. Did you experience what you would consider to be any traumatic event(s) while in the service? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

190. What was your primary military occupation? \_\_\_\_\_

191. What was your final rank at discharge and/or current rank? \_\_\_\_\_

**PSYCHOLOGICAL TREATMENT**

**Please note:** A history of psychological counseling does not automatically result in disqualification of an application for a public safety position, and in most cases, it is not a concern.

192. Have you ever received assistance from a mental health professional e.g. psychologist, psychiatrist, social worker, marriage/family therapist, etc. for an emotional or personal concern? (Includes stress or marital counseling) If yes, please provide a brief explanation including approximate date(s) of counseling: \_\_\_\_\_ Y or N

\_\_\_\_\_

193. Have you ever attempted suicide or made a suicidal gesture? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

194. Has any doctor ever prescribed medication to you for anxiety, stress, attention, concentration, hyperactivity, depression or any other mental health reasons? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

195. Have you ever been hospitalized for a mental health concern or emotional condition? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

196. Have you ever received in-patient or out-patient treatment for substance abuse? (i.e. alcohol, drugs) If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

197. Have you ever been ordered to attend some form of mental health/personal counseling, evaluation or related training due to your behavior? (i.e. ordered by a court, employer, military or as part of a civil legal action) If yes, please provide a brief explanation \_\_\_\_\_ Y or N

\_\_\_\_\_

198. Have you ever received mental health counseling and/or pastoral advice related to suicidal thoughts or concerns? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

199. Have family members or close friends ever strongly suggested that you seek mental health counseling? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

\_\_\_\_\_

200. Have you ever filed a lawsuit or been involved in a legal action (including disability or workers compensation) in which your psychological or emotional well-being was an issue? Y or N  
 If yes, please provide a brief explanation: \_\_\_\_\_  
 \_\_\_\_\_

201. Have you at any time in your life participated in or been accused of one or more of the following behaviors: Y or N  
 Voyeurism (peeping tom), Sexual phone calls, Flashing (sexual self-exposure to strangers), Forced sexual contact (Unwanted fondling; date rape; rape), Sexual harassment?  
 If yes, please provide a brief explanation: \_\_\_\_\_  
 \_\_\_\_\_

202. Have you ever applied for any disability due to mental health/medical related conditions? Y or N  
 If yes, Pleas provide a brief explanation: \_\_\_\_\_  
 \_\_\_\_\_

203. Have you ever not been selected for hire with a public safety agency within the last 3 years due to not meeting agency standards on a psychological evaluation? If yes, date and agency Y or N  
 \_\_\_\_\_  
 \_\_\_\_\_

**SUPPLEMENTAL SECTION**

204. With whom do you live? \_\_\_\_\_

205. Have you been divorced more than twice? Y or N

206. Has any immediate family member been in trouble with the law? If yes, please provide a brief explanation: Y or N  
 \_\_\_\_\_

207. To your knowledge, do you have any immediate family members or significant others who are currently involved in criminal activities? If so, please provide a brief explanation: Y or N  
 \_\_\_\_\_

208. While growing up was your family life often unstable with many family conflicts? Y or N  
 If yes, please provide a brief explanation: \_\_\_\_\_  
 \_\_\_\_\_

209. Did you ever witness physical violence between your parents or primary caretakers? Y or N  
 If yes, please provide a brief explanation: \_\_\_\_\_  
 \_\_\_\_\_

210. In your opinion, have you ever been physically, sexually, or emotionally abused by anyone (including family members)? Y or N

211. Do you have any tattoos? If yes, how many? \_\_\_\_\_ Y or N  
 Describe each tattoo: \_\_\_\_\_  
 \_\_\_\_\_

212. Are any of your tattoos visible to other people if you are only wearing shorts or a tee shirt? If yes, please provide a brief explanation: \_\_\_\_\_ Y or N

\_\_\_\_\_

213. What do you consider to be the most difficult current problem or life event you are dealing with?

\_\_\_\_\_  
\_\_\_\_\_

214. Do you have any close friends or family members that work for the department you are applying to? Y or N

215. Have you ever received any professional advice or training about taking a psychological evaluation? Y or N

**\*\*I have answered all questions honestly, carefully and to the best of my ability. I consent and understand that the information I provided may be used to assist in determining my application/employment status. I further understand that intentional misstatements, incomplete information or false information could result in the denial or termination of my application.**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Do not complete below this line until asked to do so after your interview with a psychologist.**

**TO BE COMPLETED AFTER INTERVIEW WITH PSYCHOLOGIST:**

I have been given the opportunity to discuss and address all relevant background related information, and do not have any additional information that I would like to discuss at this time. Moreover, I believe all my questions have been addressed at this time.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**LAW ENFORCEMENT PSYCHOLOGICAL AND  
COUNSELING ASSOCIATES, INC.**

**MEDLEY, FLORIDA**

**Supplementary Background Investigation  
Interpretation Manual**

10/12 Version

\* **Important document for anyone who reviews the screening report. Please be certain to distribute this manual to all relevant persons in the selection system including background investigators and administrators.**

**This manual is available at "www.LEPCA.com" for our agency clients accessed only through protected Username and Password**

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Mark Axelberd, Ph.D., ABPP & Brian Mangan, Psy.D.

## Introduction to Interpretation Manual

The following guidelines should assist you in using this manual effectively and understanding the intent and proper use of the screening report itself. **We are always available and welcome questions, should you desire further explanation.**

Our reports are designed and limited to identifying high-risk/unsuitable applicants, *who do not meet* minimum standards, and for those *who do meet* standards, to further comment on any Areas of Deficit or Strength which were observed.

- ◆ We have identified and assess traits which we consider **essential** (critical) for a Public Safety position. These traits are described and clarified in detail in this manual. By utilizing this information, the user of the report can gain a fuller understanding of the scope and definition of each Deficit. **To read about a particular job deficit, simply turn to the index of deficits on pg. 4 and go to the corresponding pg. number for the specific deficit of interest.**
- ◆ For the selection process to function effectively, there must be appropriate communication and sharing of information between various persons within the system. Sometimes it is the psychologist who will provide the background investigator with new and important information and visa versa. **Therefore, when the background investigator becomes aware of potentially relevant information that the applicant may not have revealed to the psychologist or was discovered after the date of the psychological, then it is critical for the background investigator to contact our office. Occasionally, this new information could result in an actual change of an applicant's rating.**
- ◆ When an applicant has Deficits but is **not** rated "Unacceptable," it is **very important** for the background investigator to investigate these deficits to determine whether they are generally substantiated or refuted by additional information obtained during other selection procedures, especially the comprehensive background investigation and polygraph examination. **In other words, for those who "pass" the evaluation the report becomes an investigative tool for Background Investigators.**
- ◆ **When other phases of the selection process generally support or validate an "Area(s) of Deficit," then the agency should be cautious in considering that applicant for final hire.** This recommendation should apply not only to applicants rated "Marginal" or "Acceptable with Reservations" but to applicants rated fully "Acceptable" as well.
- ◆ The final ranking of applicants for hire should be made after integrating and reviewing our screening report in conjunction with all other information contained in an applicants' file. **Remember, the "whole file is greater than the individual parts".**

- ◆ **An increasing number of Public Safety agencies have initiated policy standards, whereby, applicants rated as “Marginal” or “Acceptable with Reservations” will not be considered competitive applicants for final hire. Whether your agency has such a policy, really depends on your agency’s hiring needs, philosophy and selection standards.**
- ◆ For those agencies who do consider “Marginal” or “Acceptable with Reservations” ratings for final hire, it is extremely important to thoroughly investigate and rule out to the extent feasible the Deficit(s) described in the screening report. **We would strongly recommend that a formal written policy be put in place, which assures the agency that any Areas of Deficit were appropriately addressed.** As most agencies know, we are more than willing to assist you in determining whether Deficit(s) are substantiated by other information the investigator has obtained. As a point of reference, it is our experience over the years that the majority of applicants rated Marginal or Acceptable-3 are ultimately judged as non-competitive once a thorough background process is completed and/or the entire file is reviewed with this office. Nonetheless, there are a number of competitive applicants within those ratings.
- ◆ We realize that some of you may view our arriving at risk/suitability ratings as a mysterious or subjective process. Those of you who do interact frequently with our office know that the evaluation process is actually very comprehensive, thorough, objective and usually very accurate. Please keep in mind, when an applicant is rated “Marginal/Acceptable with Reservations” or especially “Unacceptable” fit, it is for a good and demonstrable reason. **In addition, please beware final ratings are not simply determined just by the number of Deficits or background events listed on a report.** Sometimes an applicant can have a few deficits but the Deficits appear “mild” or “moderate” and not likely to significantly interfere with the applicant’s actual job performance. On the other hand, someone might have only one Deficit or problem background event but the Deficit or event was very significant or severe. A person’s behavior is determined often by complex and multiple factors, therefore, we (and you) must weigh the gravity of an applicant’s deficits in context with their strengths and overall personality functioning.
- ◆ Some agencies have different rating and screening systems, so when reviewing reports from other agencies this must be kept in mind. **It is up to each agency as to whether they are willing to share their reports on specific applicants with other agencies. Nevertheless, the reports are intended solely for the position and department considered at the time of evaluation**
- ◆ Therefore, requests for an applicant’s report should be made to the applicable agency and not to our office. More than ever, recently passed laws make it very difficult for us to provide or discuss any applicant’s file with anyone other than the original referring agency.
- ◆ Again, we are readily available to assist you and feel free to contact our office.



**INDEX**

**The following list of Job Related Traits was Derived from the California Commission on Peace Officer Standards and Training (POST) Job Task Analysis**

<b><u>Job Related Traits:</u></b>	<b><u>Page</u></b>
Integrity / Ethics	5
Impulse Control / Attention to Safety	6
Capacity for Responsibility / Judgment	7
Openness / Forthcoming	8
Stress Tolerance / Emotional Regulation	9
Social Competence / Teamwork	10
Avoidance of Substance Abuse / Maladaptive Behaviors	11
Learning Ability / Problem-Solving	12
Flexibility / Adaptability	13
Assertiveness / Initiative	14
Conscientiousness / Dependability	15
Communication Skills	16

**Job Trait: INTEGRITY / ETHICS****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Reports a history of lawful attitudes and conduct
- (+) Values honesty, has integrity, and does not blame others for mistakes
- (+) Follows rules as expected
- (+) Appreciates authority and is trustworthy
- (+) Respects others and is not deceitful or manipulative
- (+) Conscientious/reliable

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Could sometimes be viewed as charismatic, friendly and a good leader, but at the same time, demonstrate arrogance and believe the same rules for others' do not apply to them
- (-) May be deceitful, clever and manipulative behind a friendly and "smooth" front
- (-) Blames others for his/her mistakes and only feels guilty after being caught for wrongdoing
- (-) A tendency towards being rebellious and inconsiderate of others
- (-) May lack loyalty and use relationships for personal gain
- (-) May gravitate to a negative crowd and believe bending rules is okay
- (-) May have underlying resentment of authority and feel discriminated against or victimized
- (-) Could be a "crash and burn" type of officer, seemingly productive and adventuresome in style but having difficulty slowing down or dealing with detailed regulations
- (-) Likes power and control over others, and in extreme cases, may be abusive towards others
- (-) In very extreme cases, may be capable of committing serious crimes
- (-) Feels the world owes them something
- (-) Could hold prejudices and hostility towards specific groups of people

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Frequent minor violations of the law, such as traffic violations, petty theft, etc.
- Arrest(s) or frequent brushes with the law or past or present delinquent behavior
- History of job instability and conflict with supervisors
- Currently associates or has associated with persons of questionable character
- History of serious rule violations or significant disciplinary problems in high school
- Frequent family/relationship problems such as divorce, conflict with friends, sexual promiscuity, and in extreme cases, domestic violence
- Risk-taking behaviors such as experimenting with illicit drugs or excessive alcohol consumption may be indicated
- Poor handling of money matters or over spends for unnecessary things
- Poor driving record (e.g. license suspensions)
- Trouble passing polygraph examination
- Caught in lies or half truths during interview/omissions or inconsistencies on applications
- In extreme cases, may feel alienated from the main steam society and associate or have sympathy for extremist groups

**Job Trait: IMPULSE CONTROL / ATTENTION TO SAFETY****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to think through situations in a logical progression before acting or engaging in high-risk behavior
- (+) Ability to control anger and remain level-headed when provoked
- (+) Capacity to direct others without becoming overly aggressive
- (+) Demonstrates adequate maturity
- (+) Demonstrates adequate decision-making and readiness for a critical job
- (+) Calm and sensible approach to conflicts
- (+) Pays attention to detail and is disciplined

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Often described as somewhat impulsive, easily excited and a high-risk taker, possibly even clever and deceitful to get their way
- (-) Likable but may tend to be immature and still "growing up"
- (-) Shows a need for high level of excitement and inability to deal with boredom or detailed tasks
- (-) Under stress, may exhibit a low frustration tolerance, poor judgment, and act impulsively
- (-) May be productive but described by others as an "up" and "down" moody person
- (-) May be described at times as childish, over-emotional, and may have trouble being patient or dealing with structured rules
- (-) May demonstrate carelessness and inattention to detail or safety procedures
- (-) May be vulnerable to associating with a negative crowd or those of poor character
- (-) May be described by others as outgoing and confident, but very competitive and socially aggressive
- (-) May seek out dangerous or high risk activities

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Parties/Socializes too much/places themselves in risky situations
- Described as friendly and fun but can display explosive temper
- May have a poor driving record and enjoy driving fast
- Frequent change of jobs due to a need for excitement and to quickly make more money
- May be status-oriented (nice cars, house, clothes, status symbols, etc.)
- Over uses credit and spends beyond their means
- Evidence of a greater incidence of aggressive or hostile incidents such as verbal arguments, fights or domestic conflicts/domestic violence
- Accident prone due to excessive risk-taking
- Overuse of credit cards/ loans
- May lack loyalty in relationships and "dump" people when relationships become mundane
- May be sexually promiscuous
- Propensities towards high risk-taking behaviors such as excessive use of alcohol or other chemical substances

**Job Trait: CAPACITY FOR RESPONSIBILITY / JUDGMENT****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to process essential information quickly and make sound decisions
- (+) Ability to be realistic and have a mature approach to problem-solving
- (+) Is observant, alert, and quick to respond to the subtleties of others' behavior
- (+) Possesses adequate readiness for a critical job
- (+) Is a clear-thinker
- (+) Hard working and self-motivated
- (+) Pays close attention to details
- (+) Conscientious attitude towards meeting personal and work responsibilities
- (+) Goal Oriented

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Unable to utilize resources to make appropriate and sound decisions
- (-) Unable to work independently in situations that are vague and lacking clear-cut solutions
- (-) Often described as careless and prone to making mistakes
- (-) Often described by others as lazy, immature, rebellious or unconcerned about responsibilities
- (-) Easily distracted and discouraged
- (-) Lack of productivity/initiative
- (-) Insensitivity towards others' problems
- (-) Unsophisticated and not realistic about his/her abilities or shortcomings
- (-) Could lack life and/or job experience

**Specific background information/events to substantiate or support a deficit in the above trait:**

- History of poor job performance or not moving ahead in a job (e.g. not receiving timely promotions at work)
- History of underachieving both at work and in school
- History of poor decision making/poor choices
- History of rule violations and disciplinary actions
- Lack of accomplishments or achievements
- Careless and repeats same mistake
- Disorganized and "sloppy" in carrying out responsibilities/loses or misplaces things
- Job application incomplete/contains mistakes
- Missing or late to appointments
- Late to work or excessive absenteeism
- Unwilling to go the "extra mile" or go out of their way to meet job responsibilities
- Not able to recognize expectations others' have of them.
- Forgets to do things

**Job Trait: OPENNESS / FORTHCOMING****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to be honest and realistic about one's limitations and shortcomings
- (+) Can admit mistakes and receive corrective feedback
- (+) Demonstrates adequate psychological sophistication and does not think in an overly rigid or stereotypic manner
- (+) Able to self-disclose and answer written questions on the psychological evaluation without undue defensiveness

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Strong intentional attempts to make a good impression and to deny faults most people admit to
- (-) May try to outsmart tests by presenting an extremely positive front
- (-) Lack of psychological sophistication often associated with limited life experiences or low learning ability
- (-) Views the world and themselves in an overly simplistic "good" versus "bad" manner
- (-) Has a rigid way of thinking and may hold many stereotypes
- (-) May harbor underlying suspicious ideas and general distrust of others
- (-) In extreme cases, may be described as a "liar" or as being untrustworthy or dishonest
- (-) Difficulty understanding and accepting criticism

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Check polygraph results carefully for evidence of deception
- Check carefully for discrepancies in information provided by the applicant during the selection process
- History of difficulty with past polygraph evaluations
- Only reveals very limited or "safe" information during interviews
- Overly polite and "eager" to say the "right" thing but hard to get to know the person's true opinions and beliefs

**Job Trait:        STRESS TOLERANCE / EMOTIONAL REGULATION****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to keep emotions and worries from affecting job performance
- (+) Does not reveal strong proneness towards stress-related ailments and can face traumas of the job
- (+) Possesses adequate confidence and self-esteem to solve problems without becoming overly demanding or dependent on others
- (+) Anxiety level is not unduly high

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Lack of self confidence
- (-) Complaints of physical problems which are associated with stress such as headaches, stomachaches, etc.
- (-) During periods of high stress, increased frequency of disturbed sleep, loss of appetite, irritability, and perhaps withdrawal from friends
- (-) A tendency to deny problems and use physical symptoms as an excuse for difficulties
- (-) Over-sensitivity to personal faults
- (-) May demonstrate immaturity and emotional outbursts especially when under stress
- (-) May try to manipulate and control others by gaining their sympathy or producing guilt
- (-) May become very nervous and worry excessively over problems
- (-) May be prone to burnout (heart disease, ulcers, etc.) because of inability to relax
- (-) Seems overly idealistic and unrealistic about many things

**Specific background information/events to substantiate or support a deficit in the above trait:**

- History of counseling for personal concerns and in extreme cases, suicidal gestures or attempts
- Excessive absenteeism or injuries on the job due to stress related symptoms
- May have specific phobias, such as fear of heights, close spaces, and so on
- Past traumatic events such as physical, sexual or emotional abuse
- Serious past or present family conflicts
- Trouble with polygraph because of nervousness
- Seems too sensitive, nervous or "nice" to be a law enforcement officer
- May have fear of guns and seem overly hesitant to use lethal force, when necessary
- Could be going through a situational crisis i.e. divorce, death in family, money problems etc.

**Job Trait: SOCIAL COMPETENCE / TEAMWORK****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to demonstrate understanding and tolerance towards others
- (+) Works well in group settings
- (+) Open-minded and feels comfortable with a wide range of people
- (+) Does not view others in an overly suspicious or cynical manner
- (+) Demonstrates adequate communication skills and interest in people
- (+) Puts organizational goals ahead of self/individual goals

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Described as shy, serious, reserved, and uncomfortable around people
- (-) Could be intolerant, critical, unsympathetic or suspicious of others
- (-) Could display cynical or skeptical attitudes from job burn-out
- (-) May quickly become verbally aggressive when authority is challenged
- (-) Difficulty participating as a team member and inability to form adequate social networks during times of stress
- (-) May have difficulty developing close relationships and communicating understanding of others
- (-) Has narrow interests or described as stubborn and resistant to new ideas
- (-) May harbor stereotypes or prejudice toward others from different cultural or social backgrounds
- (-) In extreme cases, can become over-reactive to negative comments by others

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Maintains few friendships and interacts mostly with only "people like themselves."
- Has history of participating in few group or community activities (school teams, clubs, etc. )
- Few experiences and contacts with people of varied cultural backgrounds
- Seems somewhat suspicious, guarded and cautious with others
- Frequently complains or generally critical about others
- May present in an authoritative, combative, defensive, or evasive style
- Presents poorly or hard to really get to know the person during oral interview
- In more extreme cases, person could be rude, harsh, abrasive, and/or dismissive of others

**Job Trait:****AVOIDANCE OF SUBSTANCE ABUSE /  
MALADAPTIVE BEHAVIORS****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Demonstrates a personality type and behavioral style which is not prone to inappropriate or excessive use of alcohol and other chemical substances
- (+) Has the necessary personal resources to not engage in self-destructive habits (gambling, etc.) or dysfunctional relationships which may interfere with job performance

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Descriptions of the applicant as being overly reckless, impulsive, and excessive risk-taking in style
- (-) May be seen by others as "moody" and solves problems through seeking escape or excitement through questionable activities
- (-) May enter quickly into self-destructive and volatile relationships with others
- (-) Misses work duties due to alcohol use/or other similar behavior
- (-) Susceptibility to addictive behaviors
- (-) Periodically behaves in a way that results in embarrassment or damaging to personal or agency reputation

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Excessive under age alcohol consumption or started using alcohol at a very young age
- Enjoys gambling and has money problems
- Unstable/volatile family relationships
- Periodic problems with the law
- Disciplinary problems at work
- Family history of alcohol/substance abuse
- Excessive use of over the counter or prescription drugs
- Actual current or recent abuse of alcohol/illicit drugs
- In extreme cases, history of episodic violent outbursts especially during period of alcohol/drug ingestion (i.e. domestic violence, bar fights, etc.)
- History including Driving Under the Influence or Driving While Intoxicated



**Job Trait:                    LEARNING ABILITY / PROBLEM SOLVING****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Capacity to easily learn new things and acquire basic knowledge during training
- (+) Ability to follow directions and deal with complex situations
- (+) Demonstrates proficiency in academic subjects such as reading, spelling, and math

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Problems passing entry level public safety examinations
- (-) Description of the applicant as being dull, not too bright, or as experiencing difficulties in intellectually demanding situations or in understanding complex situations
- (-) Little interest in cultural or academic matters and little interest in reading
- (-) Poor academic performance in the academy
- (-) Difficulty following detailed directions or instructions
- (-) Difficulty learning to use equipment such as mastering the radio
- (-) Difficulty passing the state required exam for law enforcement officer

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Demonstrated difficulty passing the academy, entry level exams, and state required exams
- Poor writing skills/preparation of reports
- Poor schoolwork with school grades typically "C" or lower
- School records indicating poor scholastic achievement, learning difficulties, or flunking of grades
- Written productions characterized by poor grammar, frequent misspellings, and poor organization of the content
- Poor communication skills and/or difficulty with verbal expression
- Problems with geography i.e. finding locations quickly/mastering use of equipment
- Requires close supervision and often has to be provided remedial training
- Problems with multi-tasking or complicated directions

**Job Trait: FLEXIBILITY / ADAPTABILITY****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Capacity to respond and adapt to changeable situations and circumstances at work
- (+) Ability to be resourceful when facing new or unstructured situations
- (+) Not unduly rigid or stubborn
- (+) Willing to carry out a wide range of work assignments
- (+) Open to new ideas and innovation

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) Tendency to be inflexible and sometimes stubborn in style
- (-) May lack creativity or spontaneity
- (-) During circumstances that are not routine or ordinary, independent decision making and efficiency diminishes
- (-) May demonstrate rigid and conservative attitudes
- (-) May become impatient towards others for minor indiscretions and mistakes
- (-) Over dependent on quasi-military structure and efficiency declines rapidly when directions are not clearly defined
- (-) Can be intolerant of others' minor faults
- (-) Trouble adapting to or accepting new or innovative ways to do things

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Described by others as liking or needing excessive structure
- May tend to have difficulties readily self-disclosing and may keep emotions hidden
- Past difficulty adapting to new jobs, environments, or situations
- Past difficulty with getting along with others (co-workers, colleagues, friends, etc.) due to stubbornness
- Does well with repetitive and structured guidelines but has difficulty working independently.
- Must do one thing at a time and has trouble multitasking
- Gets upset with others who interrupt them
- May become hesitant about willingness to take on new or additional job responsibilities
- Set in ways and slow to accept innovations on the job
- Unwilling to consider opinions different from their own
- Occasionally, in unstructured or threatening situations, could become overly self-protective and aggressive
- Needs uniform and authority for self-esteem/feel in control

**Job Trait:                  CONFIDENCE / INITIATIVE****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to show assertiveness and act decisively when necessary
- (+) Belief in one's abilities and does not shy away from new or challenging work assignments
- (+) Demonstrates a high level of productivity and can work independently
- (+) Possesses good social poise

**Negative job behaviors expected when an applicant DOES demonstrate a deficit in the above trait:**

- (-) May lack ambition, or present as awkward and somewhat apathetic
- (-) May lack aggressiveness and function poorly in unstructured situations
- (-) May demonstrate poor social poise and communication skills
- (-) Difficulty in completing tasks, especially where achievement through independence is stressed
- (-) May demonstrate low level of productivity
- (-) May not show a strong interest in learning or improving skills
- (-) May be a limited independent thinker and be dependent on being told exactly what to do
- (-) Could create problems or a crisis through inaction or responding too slowly

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Described by others as being self-doubting, lacking in initiative and having narrow interests
- Described by others as being more of a follower than a leader
- Low productivity on the job
- Described as others as being overly dependent on guidance and direction from others
- Lack of progress on the job due to limited assertiveness
- History shows no indication of ever being in a leadership position
- Described by others as a person who needs to be told what to do
- Does not always complete their goals or gives up on things

**Job Trait:                    CONSCIENTIOUSNESS / DEPENDABILITY****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Exhibits diligent, reliable, conscientious work patterns
- (+) Pays close attention to details, agency rules, regulations, and policies
- (+) Performs assigned tasks in a successful and timely manner
- (+) Takes pride and accountability for one's work and analyzing mistakes to learn from them
- (+) Stays organized and focused on the task at hand
- (+) Maintains a punctual and reliable attendance record
- (+) Persevering and willing to get the extra mile to accomplish work goals, with minimal supervision

**Negative behaviors expected when an applicant DOES demonstrate a deficit in the above trait**

- (-) Lax about responsibilities and obligations
- (-) Unreliable team member
- (-) Difficulty meeting deadlines
- (-) Frequently late to appointments or other events
- (-) Unwilling to go the "extra mile" when needed
- (-) Avoids or resents demands of others
- (-) Inattention to details
- (-) Seems to be disorganized or misplaces things
- (-) Easily distracted or frustrated
- (-) Does just what is necessary to get by
- (-) Mistake prone or careless
- (-) Relies on others to be reminded of responsibilities
- (-) May be viewed as lazy or unproductive

**Specific background information/events to substantiate or support a deficit in the above trait:**

- Job application contains mistakes or evidence of carelessness
- Late to required appointments without a good reason
- Slow to provide documents or other information
- Below or very average grades in school
- Ignores or does not pay close attention to directions
- Poor credit rating or pays routine bills late
- Counseled at a job for being late or absent too much
- Counseled at a job for careless mistakes
- History of not finishing what they start (school, job training, sports, etc.)
- Inattention to obvious spelling or grammatical errors
- Seems to lack motivation to excel at things
- History lacks many achievements, difficult accomplishments or special honors
- Described by others or co-workers as very average or needing prodding to get things done
- Might ignore or not pay close attention to instructions or directions

**Job Trait:****COMMUNICATION SKILLS****Positive job behaviors expected when an applicant DOES NOT demonstrate a deficit in the above trait:**

- (+) Ability to express self effectively with verbal and written communication
- (+) Communication, both verbal and written, is well thought out and organized
- (+) Communication is complete and accurate

**Negative behaviors expected when an applicant DOES demonstrate a deficit in the above trait**

- (-) Uncommunicative or extremely reserved demeanor
- (-) Avoids group interactions where speaking is required
- (-) Has difficulty expressing ideas and thoughts
- (-) Verbal fluency is poor
- (-) Disorganized and inaccurate written communication (reports)

**Specific background information/events to substantiate or support a deficit in the above trait**

- History suggests preference for jobs and activities where interaction with others is limited
- Multiple corrective counseling statements or "re-phrasing" due to poor writing skills, inaccurate reports, inattention to details in a report (facts, grammar, etc.)
- Could be excessively shy or quiet during interview process
- Gives very brief answers to questions and trouble elaborating on responses
- Speech pattern may be halting, uneven or stutter is noticeable
- Limited social relationships and hard to get to know person
- Unusually nervous or uncomfortable when interacting with others
- History suggests limited ability to reach out to a support group during times of stress
- Difficult to understand person's verbalizations
- English language deficiency or heavy accent