['b"INDIVIDUAL ASSESSMENT Dale Abbinanti Village of Palatine USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Dale Abbinanti Position: Firefighter Age: 24 Department: Fire Department Date: February 11, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and attired in a business suit; professional and upbeat presentation Pleasant, engaging, and smiling throughout his time at our offices Came across as confident, straightforward, and candid; very good communication skills Overall, this individual struck us as a bit more mature and polished than the average 24-year-old fire service candidate Will be viewed as a sincere, approachable, and credible public servant by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and agreeable; applicant can probably get along with just about anyone Primarily task-focused, but understands the value and importance of teamwork and camaraderie Above average needs for inclusion and acceptance from others Rates high on our measures of emotional and social intelligence Not expected to encounter difficulty forging positive and cooperative working relationships with his peers and superiors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Although he focused on his enjoyment of the excitement, activity, and variety involved in a fire service career, this applicant is primarily motivated to protect lives and property Feels good about himself when he is able to utilize his skills and knowledge in order to make a positive impact on the lives of others Scored high on our measures of altruism Looks forward to the mental, physical, and technical aspects of the job On a more practical level, the security and benefits of a good public safety job are also important to him Will be respectful and professional in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Began preparing himself for a fire service career during his high school years by participating in two Fire Explorers Posts (Antioch and Waukegan) while also taking EMS and fire science classes at the his high school e2 80 99s tech campus Completed the Knollwood Fire Academy and earned his EMT-B certification at age 17 Licensed as a paramedic in 2016; several advanced fire service certifications including FO1, FAE, and Firefighter-Advanced Reportedly possesses ALL technical rescue certifications in addition to advanced specialized training and experience in that area Employed as a part-time firefighter and medic for the Lake Villa FPD since May of 2016 Also work for Elevated Safety as a technical rescue specialist and trainer since 2014 Serves as a fire academy instructor and has been an instructor for FDIC conference regarding tower rescue Involved in several other professional groups and organizations pertaining to search and rescue WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates very high on our measures of conscientiousness Serious about his duties and responsibilities Moderate needs for achievement and recognition, but high needs for competence and preparedness Disciplined, focused, and positive in his approach to any and all job functions Will strive to meet or exceed departmental performance standards As he stated during his interview, e2 80 9cI e2 80 99m a grunt. I just work e2 80 9d; we believe his employment experiences and involvement with specialized organizations reflect his passion for the job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in his life thus far Expressed appreciation and gratitude toward supervisors and mentors who took the time to offer him opportunities and encourage his zeal for the job Positive attitude; will be respectful and accommodating in his interactions with superiors Follows the rules; will adhere to departmental policies and procedures Open and receptive to new ideas and the changing trends in the fire service today; will make good use of constructive criticism ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Despite his relatively young age, we were impressed with candidate e2 80 99s self-assurance and comfort level in handling complex emergencies Along this line, he has been involved in leadership roles with various teams during emergency situations Focused, well-prepared, and competent Level-headed and assertive in areas within his range of expertise and competence While he will defer to line supervisors and incident commanders at this point in his career, we believe this individual possesses a good deal of leadership potential LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid, open, and straightforward in discussing some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to problems and setbacks when they occurred (there have not been many) No brushes with law enforcement; denied any illicit drug use in his life Honest and modest; will hold himself accountable for his actions on and off the job Began assuming responsibility for himself and his actions at an early age Engaged to be married to a graduate student at the University of Chicago who he has dated for the past three years OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-tempered, and relatively well-adjusted; not easily rattled or angered Not prone toward prolonged periods of worry or anxiety; tends to be optimistic and action-oriented in the face of difficulties Supportive base of family and friends As might be expected this energetic individual enjoys vigorous recreational outdoor activities as means to reduce job-related tension and frustration Engaging and talkative; will find support and reassurance by talking things out with his shift-mates after troubling and emotionally-charged calls for service Special Training, Orientation & Concerns None. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Abbinanti provided a neatly typed account of his personal and professional background that included essential details and a degree of elaboration when it was necessary. This applicant had a great deal of direct and relevant experience to report. In all of his written exercises this individual consistently demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Professional and informative reports and documents are not likely to be problematic for this applicant. Overall, we evaluate Mr. Abbinanti to possess above average mental ability. This assertion is supported by his occupational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. Graduating from Lakes Community High School in 2013, Mr. Abbinanti e2 80 99s primary focus was on vocational coursework offered through the school e2 80 99s tech campus where he began preparing himself for a fire service career. He has been attending the College of Lake County off and on since 2012 where he is reportedly e2 80 9chalfway e2 80 9d completed with his associate e2 80 99s degree in fire science and EMS. However, it should be noted that this individual has attended specialized coursework and seminars all over the country regarding technical rescue and other specialized fire service skills, and has also served as an instructor in those areas for advanced and experienced firefighters. All things considered, Mr. Abbinanti will not have difficulty mastering the essential information and skills required of firefighter and medic. PART IV Based on our observations and assessment, we evaluate Mr. Abbinanti to be a strong candidate for the position in question as he received e2 80 9cstrong e2 80 9d rating on all of the relevant dimensions connected with success as a firefighter and paramedic. It is not often that a relatively young candidate receives superlative ratings on essential job functions and skills, yet Mr. Abbinanti is an exception. Many candidates tout their e2 80 9cpassion e2 80 9d and e2 80 9cdedication e2 80 9d for the fire service, yet Mr. Abbinanti has actively demonstrated those qualities in the way in which he has prepared himself for his chosen career, which he has wanted since his high school years. This applicant has a remarkable thirst for knowledge and new skills, which we believe will persist throughout his career. Not particularly focused on landing a traditional full-time fire service position until recently, Mr. Abbinanti has applied himself in obtaining specialized knowledge in a variety of areas which will serve him and the department well in the years ahead. A cursory review of his resume and training experiences will attest to that. We like the balance he brings to the position in terms of his pleasant and collaborative interpersonal style, progressive and positive attitude, and his strong task orientation. Simply put, Mr. Abbinanti should prove to be an asset to the department and the community. In light of our glowing review of his qualifications and personality characteristics, we would recommend that Mr. Abbinanti be given an offer to work as a Firefighter for the Village of Palatine, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Cameron Abraham City of Elmhurst USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Cameron Abraham Position: Firefighter Age: 30 Department: Fire Department Date: February 7, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Energetic and talkative individual, who sipped a high-energy drink throughout his interview with the psychologist Takes charge of the conversation Communicates clearly, but leaves no doubt where he stands; not afraid to let people know what is on his mind The candidate can be confrontational in asserting his thoughts and ideas in the presence of his peers Exudes self-confidence to a fault Self-centered and self-absorbed Exceptionally preoccupied with personal appearance and his muscular physique Will likely be seen by his fellow firefighter/paramedics as a narcissist Expected to struggle to forge comfortable and genuine relationships with his peers Lacks for a sense of self-awareness; does not see himself as others see him PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Claims that he likes to help people, and that his job does not feel like work In keeping with our comments about his self-absorbed and narcissistic personality, he enjoys having a job where he can bolster his physically fitness The candidate has found the camaraderie associated with being a firefighter/paramedic as very satisfying We suspect that he likes the attention that he gets from interacting with his peers at the fire station States that working with his fellow firefighter/paramedics reminds him of being on the swim team in high school Should be viewed as a credible first responder on first impression due to his level of fitness and confidence in his abilities JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: EMT-B from the College of DuPage in 2013; took a refresher course more recently Earned his paramedic e2 80 99s license through Waubonsee Community College and Delanor Hospital in 2016 B.O.F. received in 2018 through the Romeoville Fire Academy Employed by the Chicago Ridge Fire Department as a firefighter/paramedic from June of 2019 to just recently, February of 2020 Expected to honor his commitments and obligations On the other hand, he has experienced some difficulty acknowledging or envisioning his own contribution to problems or setbacks when they occurred One brush with law enforcement in 2007 for using a fake ID We believe he generally understands the imperative that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Most of his employment history involves working at his family e2 80 99s retail clothing stores in the south suburbs Other jobs, such as the one recently in Chicago Ridge, have been of a significantly shorter duration Outspoken and quick to comment to his peers and superiors when things do not suit him to his satisfaction The applicant acknowledges that he can look annoyed and inconvenienced when taking orders from his superior officers His discomfort is further increased when given constructive feedback by his superior officers As such, he is unlikely to be open-minded and receptive to new ideas and constructive criticism In his behalf, he reports no disciplinary actions or terminations against him at any previous place of work COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Has dealt with his fair share of emergencies and trauma States that EMS calls have far exceeded calls to suppress fires With only one station in Chicago Ridge, the candidate e2 80 99s former department ran upwards of 3500 calls a year Has been able to cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far Says serious emergency calls are e2 80 9cno big deal, e2 80 9d especially drug overdoses Sounded cynical when discussing the situations surrounding people who OD; he and his colleagues administer antidotes, and then the patients revive and start yelling at his crew Moreover, he is e2 80 9cnot distracted e2 80 9d by family members in anguish over death and injury to their loved ones Hence, we have concerns about this individual e2 80 99s bedside manner in dealing with patients in terms of empathy, compassion, and the ability to convey reassurance Not surprisingly, this person keeps himself in very good physical condition Dating a woman he met at the health club who the candidate characterized as a e2 80 9cgirl version of him e2 80 9d Special Training & Orientation Concerns As this report indicates the candidate does not take feedback very easily; as such it will be hard to work with him and correct behaviors that are upsetting to his superior officers. He will need encouragement to accept constructive feedback in the spirit in which it is given e2 80 93 to improve job performance and for self-development. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Abraham submitted a Personal History Form that was not only accurate, but it also contained sufficient information and detail. We also administered another writing sample, which included a highlight and a setback during the course of the applicant e2 80 99s career. On this exercise, the applicant demonstrated acceptable writing ability by using the appropriate grammar and syntax along with providing the pertinent details. While Mr. Abraham e2 80 99s performance on the Wonderlic Basic Skills Test was mixed, he has obtained the proper credentials for the job. All things considered, the candidate has the ability to learn the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has not demonstrated emotional intelligence as evidenced by our comments in Part II of this report outlining Mr. Abraham e2 80 99s insensitivities to both patients and their families. PART IV Based on our observations and assessment, we evaluate Mr. Abraham to be a less than acceptable applicant for the position in question. Self-centered and narcissistic, Mr. Abraham arrived at our office wearing a T-shirt that allowed his bulging muscles to show. Along with his overly casual manner of dress for a job-related interview, Mr. Abraham carried a high-energy drink with him, which only added to his hyper disposition. The candidate comes across as overly confident and self-absorbed, which will not go well with the more experienced firefighters at the station. Most of the candidate e2 80 99s career to date has involved working in his family e2 80 99s retail clothing stores in Chicago e2 80 99s south suburbs. At age 30, Mr. Abraham has less than a year of practical experience as a firefighter/paramedic, having been employed with the Chicago Ridge Fire Department from June of 2019 until February of 2020. His reasons for leaving so soon are unclear, and he failed to elaborate on the subject. The candidate claims that the most difficult problem he has faced in his life has been his inability to land a full-time job as a firefighter/paramedic. According to the candidate, he has tested for almost ten different fire departments and fire protection districts, but to no avail. On the other hand, Mr. Abraham states that this is the first time that he has had to take a psychological examination. Our sense is that Mr. Abraham will be a problem employee for all of the reasons presented in this report. Therefore, in light of our cautious review, we would not recommend that Mr. Abraham be given an offer to work as a Firefighter for the City of Elmhurst. SAL"', 'b"INDIVIDUAL ASSESSMENT Miguel Alcazar Algonquin-Lake in the Hills FPD USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Miguel Alcazar Position: Part-Time Firefighter Age: 25 Department: Fire Department Date: September 19, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed personal appearance Appropriately attired in a dress shirt and tie for his appointment at our office Looks young and rather inexperienced Appeared anxious as he cracked his knuckles several times during his interview with the psychologist INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Polite and respectful manner Open and honest in his dealings with people Looks forward to the camaraderie connected with working in the fire service States that the close interactions with his peers in the fire service is what distinguishes the field from law enforcement, which the candidate characterized as a e2 80 9cloner e2 80 99s job e2 80 9d Avoids arguments or disputes unless he is being adversely impacted by a coworker e2 80 99s improper behavior PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Possesses an acceptable service orientation Looks forward to a job where he can learn new things and train on a regular basis However, the candidate lists other compelling reasons for wanting the job in question, centering on the variety and excitement associated with this line of work He scored exceptionally high on our measures of excitement-seeking JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Two classes short of his associate e2 80 99s degree in fire science from McHenry County Community College Earned his EMT-B in 2017 from McHenry County Community College B.O.F. was received through the Bensenville Fire Academy in 2019 Has been employed as an EMT-B with Superior Ambulance since October of 2017 Presently employed as a firefighter/EMT-B with the McHenry Township Fire Protection District WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Exceptionally hardworking individual; logs as many as 80 hours a week at both of the above-listed jobs In addition, the applicant will often pick up an extra shift While not one to be cited for tardiness, the applicant acknowledges that he could show up for his assigned shift earlier than the five minutes he normally allows Overall, scored high on our measures of conscientiousness RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised by an aunt who taught this individual to have a healthy respect for those in positions of authority Made a number of positive statements about his past and present supervisors Prefers a supervisor who is supportive of his needs For example, going to school and working two jobs, the applicant appreciates a supervisor who is mindful of his potential schedule conflicts Also appreciates an approachable supervisor Finally, he has never been terminated from any previous place of work, but he did receive a couple of disciplinary actions early in his career for tardiness ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: This person performed 40 hours of time in the ER during his training for his EMT-B certification Most of this individual e2 80 99s other exposure to trauma has been during his time with Superior Ambulance In particular, he has been involved with body removals, often of corpses that have been deceased for significant lengths of time We are impressed with this person e2 80 99s sense of empathy for patients as the applicant spoke of instances where people had few if any relatives to care for them after being discharged from medical facilities LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Grew up under difficult circumstances after the tragic loss of his mother in an automobile accident when he was very young Fortunately, his father e2 80 99s sister, his aunt, took him into her house and raised him alongside her own children The values instilled in the applicant have served him well throughout his life thus far and contributed to behaving in a mature fashion Smoked marijuana a few times, but ceased using the substance one he began training for his EMT-B Holds himself accountable for his actions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: He has endured a great deal in his 25 years In addition, he has learned to cope with a father who has been in and out of his life for many years, suffering from substance abuse problems Able to persevere under stress Has a good support network with his family and friends Possesses no harmful habits which would impair his ability to perform the job in question The candidate consumes alcohol in moderation Engages in exercise three to four times a week in order to reduce tension and stress Special Training, Orientation & Concerns Making sure that he arrives earlier for his assigned shift than the five minutes he normally allows Help and encouragement when he enrolls in classes for his paramedic e2 80 99s license PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Alcazar made a concerted effort to provide accurate and complete information on his Personal History Form. We also administered another written exercise asking for him to describe both a highlight and a setback during the course of his short career. Once again, the applicant demonstrated acceptable writing ability. This is not surprising given his mastery level score on the verbal abilities portion of the Wonderlic Basic Skills Test. The applicant e2 80 99s ability to write well predicts positively for handling the paperwork and report writing requirements of the job in question. While these demands are somewhat limited, they are critical when it comes to obtaining reimbursement for medical services administered by the department. Given his interest in continuing his education and training, his determination should help him succeed during paramedic training, although it will be a challenge for him given his initial failure when he first enrolled in EMT training. Overall, we believe that Mr. Alcazar possesses the proper thinking skills to master the essential elements of the job. PART IV Based on our observations and assessment, we evaluate Mr. Alcazar to be an acceptable applicant for the position in question. As described in Part II of this report, the candidate was raised under difficult circumstances. When he was very young his parents and an uncle were traveling back to the Chicago area from visiting relatives in Iowa. Along the way there was a terrible automobile accident that took the life of Mr. Alcazar e2 80 99s mother and her brother. While Mr. Alcazar e2 80 99s father was not seriously injured in the accident, he descended into a life of substance abuse shortly thereafter. Fortunately, his father e2 80 99s sister, Mr. Alcazar e2 80 99s aunt, took in the applicant and raised him with her own children, three sisters. In speaking of his aunt as well as the three sisters, Mr. Alcazar refers to them as family. Meanwhile, he and his father have been estranged due to the latter e2 80 99s drug problems. About three years ago, the applicant decided to pursue a career in the fire service and EMS. Through a friend, he accepted a ride-along with the Woodstock Fire Department, and the candidate became convinced that this was the career for him. Of course, Mr. Alcazar is still young and very much a work-in-progress, yet he does possess the potential to work well in his chosen profession. Therefore, in light of our overall review, we would recommend that Mr. Alcazar be given an offer to work as a part-time Firefighter for the Algonquin-Lake in the Hills Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Craig Baker Village of Skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Craig Baker Position: Firefighter Age: 31 Department: Fire Department Date: June 4, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut candidate with closely-cropped hairstyle Appropriately attired in a suit and tie for his appointment at our office Comes across as open and friendly; easy to engage in conversation Will be perceived as approachable by the members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and extraverted personality Likeable and friendly disposition Possesses a positive and upbeat temperament, which will help promote good morale in the department When faced with coworkers who are reluctant to perform their jobs, this person tries to motivate them through encouragement At the same time, he realizes that as a new employee, he will have to respect the seniority of the other firefighter/paramedics in the department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Looks forward to helping people in the community Father was a 25-year employee with the Village of Skokie e2 80 99s Department of Public Works, and he wants to follow in the footsteps of his late father who devoted his life to public service Also wants to be part of e2 80 9ca brotherhood of like-minded peers e2 80 9d Nevertheless, it would be a mistake to underestimate the applicant e2 80 99s attraction to this line of work because of its potential for variety and excitement JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Admits that he has no training or certifications preparing him for a job in the fire service During his employment with the Skokie Park District, he earned his CDL, which prepares him in part to drive large pieces of apparatus Bachelor e2 80 99s degree in English and sociology (2010) from the University of Iowa No direct exposure to serious trauma or emergencies Hazcom training and blood borne pathogen training certificates obtained in May of 2019 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Likes to keep active and busy All of his previous jobs in the corporate world have presented him with challenging problems, which is something that he hopes will be part of his job in the fire service Scored high on our measures of conscientiousness, and in particular, his need for achievement In the private sector, the candidate was employed by Enterprise Rent-A-Car, and he reports being promoted four times within the span of two years In his present position with a commercial cleaning company, he serves in the capacity of a Regional Operations Manager RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: This person was raised with a healthy respect for authority Although he was on the receiving end of a couple of underage drinking tickets during his freshman year at the University of Iowa, we see this as an act of admitted immaturity as opposed to a defiance of authority This individual, for example, has never been disciplined at any previous place of work Responds well to supervisors who are hands-on and look to lead by example As a person with no training or experience as a fire medic, he will appreciate being coached by a patient and understanding supervisor ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: As noted above, the applicant has never performed hands-on during an emergency situation At the same time, he strikes us as calm and composed In the corporate world he has had to deal with crises involving staffing shortages, and from all indications, he has responded in a positive manner Still, he will require coaching and guidance as he acclimates to this piece of the position in question LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: The applicant holds himself accountable for his actions; admits his folly in smoking marijuana as many as 40 to 50 times in his life His last use of the substance was in 2017, shortly before the candidate committed to becoming a firefighter Despite a rough start to college, which included the above-mentioned arrests for underage drinking, this person has settled down and become a responsible adult Married for two years; couple recently welcomed their daughter (now six months old) into their lives OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: We believe that once the candidate commits to something, such as this change in careers, he will remain with his decision He has demonstrated responsibility with his private sector employers and been advanced at almost every place he has worked since graduating from college Both the applicant and his wife engage in a wide range of activities for fun and entertainment as well as stress relief Moreover, his wife is a social worker, who will be more than willing to help the candidate process any trauma that might result from his employment in the fire service At the same time the applicant admits that on several special occasions throughout the year, he might drink as many as five to six beers Special Training, Orientation & Concerns Any and all training aimed at getting him the proper credentials to begin his new career and succeed as a firefighter/paramedic PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Baker was conscientious about completing his Personal History Form in an accurate and fairly detailed fashion. These qualities were also apparent in an exercise asking the applicant for a highlight and setback he experienced in his life. Mr. Baker, who majored in English while attending the University of Iowa, is able to express himself effectively in writing and demonstrates proper writing mechanics. This will, then, will help the applicant in completing the necessary paperwork and reports for the position in question. This bodes well for recovering the costs for emergency medical services. The above-reported test results from the Wonderlic Basic Skills Test indicate that this individual is quite bright overall. Mr. Baker lists achieving above average grades throughout high school and college, and since graduating from the University of Iowa in 2010, he has also done quite well with performing different roles in his employment experience. We sense that this candidate has a sensitive and empathetic side, which predicts positively for treating patients and interacting with people in traumatic situations. Overall, we believe that Mr. Baker possesses the proper thinking skills that will allow him to learn and perform the essential duties and responsibilities connected with the job of a firefighter/paramedic. PART IV Based on our observations and assessment, we evaluate Mr. Baker to be an acceptable applicant for the position in question. Unlike most candidates to become a firefighter/paramedic, this person brings to the job no practical experience or training in the fire service or emergency medicine. In fact, the candidate commented that his initial intent was to be an English teacher, as evidenced by his college major at the University of Iowa. During his summers, Mr. Baker was employed by the Skokie Park District, largely through his father e2 80 99s contacts, since the latter individual was a 25-year veteran with the Department of Public Works for the Village of Skokie. After college the candidate decided that teaching was not for him even though his girlfriend, and now wife, went into education as a school social worker. His spouse is now employed at a school Des Plaines, Illinois. In deciding against teaching, Mr. Baker went to work in business and has held a couple of responsible jobs. Nevertheless, business left Mr. Baker feeling unfulfilled, and he then gave serious thought to following in his late father e2 80 99s footsteps and working for a municipality. Even though his father was a longtime employee with the Village of Skokie, at no time did we detect a sense of entitlement on the part of the applicant that would cause him to believe that he was owed a job with the Village. To the contrary, he makes a good case in his own right for getting hired despite his lack of job preparation as mentioned previously in this report. Therefore, in light of our generally positive review, we would recommend that Mr. Baker be given an offer to work as a Firefighter for the Village of Skokie. SAL"', 'b"INDIVIDUAL ASSESSMENT Matthew Baran Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Matthew Baran Position: Firefighter Age: 27 Department: Fire Department Date: October 9, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and polite presentation Followed instructions in all phases of his assessment with exactitude and a positive attitude Confident, open, and engaging in his demeanor; fairly articulate Came across as sincere, honest, and approachable Should be able to establish a mature and credible presence to citizens as a public servant INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing, gregarious, and agreeable person who can probably get along amicably with just about anyone Values the teamwork, camaraderie, and collaboration he has found in the fire service Above average needs for inclusion and acceptance from others Very obliging and considerate; some may take advantage of his difficulty setting limits in helping his coworkers Expected to forge comfortable and genuine relationships with his fellow firefighters PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: With his mother being a nurse, this applicant was raised with the value and importance of providing assistance and service to others Scored high on our measures of altruism; will place the needs of others ahead of his own Also drawn to the variety, activity, and mechanical and technical aspects of the fire service As noted above, he looks forward to the close working relationships he anticipates with his peers Will be professional and courteous in his interactions with the public JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree with a fire science minor from Oakton Community College in 2015 Certified as an EMT-B in 2011; worked as a medic for Superior for one year afterwards Licensed as a paramedic in 2013; completed the Lake County Quad 2 Academy in 2016 Certified as a BOF and presently working toward his FAE certification Employed as a patient care technician at Alexian Brothers Hospital for over two years Worked as a paramedic for Medex for a year and one half Currently employed as a part-time firefighter and medic with the Beach Park FD since June of 2016; works a lot of overtime with that department WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since his high school years and throughout his degree program Active, energetic, and dedicated individual with a strong work ethic Rates high on our measures of conscientiousness; serious about his duties and responsibilities Admittedly takes on too much at times, but maintains he is able to complete all tasks within given timelines Will strive to meet or exceed departmental performance standards; looks forward to the intensive training offered by the HPFD RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in his life beginning with his parents Expected to be respectful and accommodating in his interactions with superiors No terminations or disciplinary actions taken against him throughout his entire employment history Open-minded and receptive to constructive criticism; eager to learn and improve himself Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Confident in his abilities and skills; will assert himself in areas within his range of competence and expertise Approaches novel and ambiguous job-related situations with common sense and sound judgment Will find ways to make himself useful in complicated and complex emergency scenes Should prove to be adept at problem-solving With continued training and further experience we expect this dimension to emerge as a strength for this applicant over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far Somewhat introspective individual who was able to evaluate his own contribution to setbacks and disappointments when they occurred From all indications this individual began assuming responsibility for himself and his actions at an early age Paid for his college education out of pocket; lives in an apartment by himself No brushes with police nor has he ever experimented with illicit drugs Expected to honor his commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted; not easily angered or rattled Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far Supportive base of family and over a dozen close friends (many of who are involved with fire service career) Not prone toward prolonged periods of worry or depression Expected to roll with the punches when faced with adversity and frustration Special Training, Orientation & Concerns Focused and likable individual who is typically agreeable and accommodating in his interpersonal style. We suspect this individual can overcommit himself at times, and that he may have some difficulty saying e2 80 9cno e2 80 9d to requests for favors. Along that line, he has high needs for inclusion and acceptance, this may pose some risk of others taking advantage of his good will and inclination to help coworkers in need. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Baran provided a neatly typed account of his personal and professional background which was comprehensive and thorough in terms of detail and relevant elaboration. In the other written exercise he was administered discussing a highlight and setback in his career, Mr. Baran consistently demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. This individual is expected to produce professional and informative reports and documents as a firefighter and medic. Overall, we evaluate Mr. Baran to possess above average mental ability. This assertion is supported by his grades during high school and college and by some of his occupational accomplishments to date. A mechanically-inclined individual, Mr. Baran excelled at shop and vocational classes in high school, and he still enjoys all manner of hands-on automotive, woodworking, and computer repair and building jobs. Fluent in Polish, Mr. Baran worked throughout his time at Oakton Community College where he earned his associate e2 80 99s degree with a fire science minor in 2015. All things considered, Mr. Baran has the capability to master the essential information and skills required of a full-time firefighter. PART IV Based on our observations and assessment, we evaluate Mr. Baran to be an acceptable applicant for the position in question, as he received favorable ratings on all of the relevant dimensions connected with success as a firefighter and medic. Raised with a strong work ethic by his industrious parents, Mr. Baran has followed the rules and applied himself diligently and responsibly in working toward his career choice. Influenced by some of his friends who were interested in the fire service while growing up, Mr. Baran came across as enthusiastic and positive about this opportunity to serve with the Hanover Park Fire Department because of all the positive things he has heard about the HPFD in terms of training, specialization, and its leadership. Overall, we like the balance he brings to the position in terms of his e2 80 9ccan do e2 80 9d attitude and amiable and polite interpersonal style. While there may not be anything particularly flashy or remarkable about his presentation or his interpersonal style, we anticipate that his superiors and peers will come to view him as a e2 80 9cnice guy e2 80 9d and a hard worker. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Baran be given an offer to work as a Firefighter for the Village of Hanover Park, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Jose Barrera City of Batavia USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jose Barrera Position: Police Officer Age: 29 Department: Police Department Date: February 12, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed but attired in a rather overly casual manner for a professional interview wearing a sweater and blue jeans Animated, talkative, and a bit loud in his presentation At the same time, he came across as engaging, upbeat, and open Preparatory exercises prior to his interview were incomplete; somewhat cavalier about thoroughness and details Should be perceived as an approachable and credible officer by citizens on first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and amiable individual who seems to be able to generate a quick working rapport with most people Agreeable and good-natured in his interpersonal style High needs for inclusion and acceptance from others, but selective in his choice of close friends Enjoys the camaraderie and teamwork involved in group activities; mission-focused May come across as a bit cocky initially, yet we anticipate that he will be able to forge comfortable and collaborative working relationships with his fellow officers over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Scored very high on our measures of altruism Raised with the value and importance of community service work by his parents Feels good about himself when he is able to impact the lives of others in a positive way, which has been reflected in his work history Also drawn to the variety, activity, and challenges he anticipates in a law enforcement career Will be courteous and respectful in his interactions with the public JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in physical education in 2012 Employed as an elementary school physical education teacher and coach for Chicago Public Schools for five years While he was in college he worked part-time security for the campus public safety department for about eight months Recently hired by the Chicago Police Department; presently completing last phase of his field training WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates about average on our measures of conscientiousness Serious about his duties and responsibilities, but admittedly can be a bit disorganized at times With his background in physical education, this applicant will be active and energetic in the performance of his duties; positive attitude Rather competitive individual who will strive to earn the respect and trust of his coworkers and bosses through his efforts on the job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents this individual has had positive relationships with most of the authority figures in his life Deferential and respectful toward those in positions of authority over him Follows the rules; will adhere to departmental policies and procedures No terminations or disciplinary actions taken against him throughout his employment history Appears to be eager to learn; open-minded and receptive to criticism and corrective feedback ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Carries himself in a confident and self-assured manner coupled with an engaging demeanor Able to project an authoritative bearing when necessary but will be reliant upon persuasiveness and tact in the face of confrontation or resistance Not easily rattled or intimidated Expected to utilize sound judgment and good common sense in novel and ambiguous situations on the job With the proper training and further experience we expect this individual e2 80 99s skills to improve in this area LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and sincere in discussing some of the regrets and disappointments he has had in his life thus far Not a very introspective person; this applicant had some difficulty identifying some his weaknesses and developmental needs At the same time, he struck us as honest and straightforward; will hold himself accountable for his actions on and off the job No brushes with law enforcement; denied any illicit drug use in his life Expected to honor his commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-keeled, and relatively well-adjusted Not prone toward prolonged periods of depression or anxiety Supportive base of family and a handful of close and trusted friends Spends a lot of time in the gym working out and participating in martial arts Enjoys a few social and recreational outlets that help him relax and blow off steam when necessary Positive self-image; not likely to personalize the negativity and resistance he will encounter on the streets as a police officer Special Training & Orientation Concerns May come across as overly casual and perhaps a bit cocky on first impression. Yet, this individual quickly engaged our office staff and other candidates during his assessment time at our offices. We do not believe he is arrogant or in any way full of himself. Nevertheless, this applicant may be a bit cavalier with details and thoroughness, especially when it comes to paperwork and mundane tasks. We would recommend that he receive clear and specific expectations about the importance of some of the more tedious aspects of the job. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Barrera initially provided a sloppily typed and incomplete account of his personal and professional background. In fact, the lack of essential information provided and unanswered questions led us to kick it back to him upon his arrival at our offices where he obligingly did a much better job of providing details, dates, and explanations. According to Mr. Barrera, he tried to complete the initial submission on his cell phone which was ill-advised. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability, as he demonstrated the ability to express himself in complete and coherent sentences. However, his spelling and grammar could stand some improvement. Overall, it was our sense that this individual may be rather cavalier with vital paperwork which is an essential part of the job. As such, he will need to some guidance and reminders about the importance of producing professional and informative reports as a police officer. Overall, we evaluate Mr. Barrera to possess average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by scores on our standardized tests of cognitive ability cited above. Mr. Barrera graduated from Walter Payton College Preparatory High School in Chicago in 2007 with average grades. With the intention of becoming a gym teacher, he opted to stay close to home in pursuing his bachelor e2 80 99s degree in physical education at Concordia College in 2012. Although he may not apply himself diligently at times with respect to formal classroom material, this applicant has the ability to master the essential information and skills required of a police officer. PART IV The youngest of three children, Mr. Barrera spent his developmental years in Chicago where he continues to reside with his parents. During his interview, Mr. Barrera reported that his father served as a Cook County Sheriff e2 80 99s Department Deputy for over 15 years before changing careers and eventually becoming a school principal with Chicago Public Schools. Proud of his father e2 80 99s accomplishments, Mr. Barrera initially wanted a career in education and worked as gym teacher for five years with CPS. Feeling that he needed to make a stronger contribution in the public service field, he began applying for police officer positions and is now a probationary police officer with the Chicago Police Department. Although he is very much enjoying his training and education with CPD, Mr. Barrera has been involved with his girlfriend for over three years who resides in Batavia, and they want to start a family. Admitting that it may be an adjustment for a e2 80 9ccity boy e2 80 9d such as himself to relocate to suburban community in order to accommodate her disinterest in moving to Chicago, Mr. Barrera struck us as a flexible and adaptable person, who will be able to make the transition rather smoothly. Based on our observations and assessment, we evaluate Mr. Barrera to be an acceptable applicant for the position in question, as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. Although he may come across with a bit of swagger initially, Mr. Barrera is a down-to-earth and generally upbeat individual who comes across as confident and capable. Describing himself as a hard worker, Mr. Barrera has been consistently employed in some capacity since his college years, and we believe he will be reliable, dependable, and positive in his work habits. Although he may seem a bit rough around the edges, most will find him to be an agreeable and upbeat individual who will maintain a positive attitude. As we noted in Parts II and III of this report, Mr. Barrera may need some reminders about the importance of diligence and thoroughness with some of the more mundane and routine aspects of the job. Over time, we feel he has the potential to develop into a competent and capable addition to the department. In light of our review of his qualifications, we would recommend that Mr. Barrera be extended an offer of employment to serve as a Police Officer in the City of Batavia, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Bryan Bassett Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Bryan Bassett Position: Contract Firefighter Age: 33 Department: Fire Department Date: October 26, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed, but dressed in an overly casual manner for a professional interview wearing a sweatshirt, jeans, and gym shoes Seemed a bit anxious and nervous on first impression and stated that he was Open, engaging, and rather talkative Came across as confident and amiable May need some reminders about the importance of one e2 80 99s appearance as it pertains to the public e2 80 99s perception of professionalism INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and gregarious individual who emphasized his desire to work with a close-knit group of coworkers High needs for inclusion and acceptance from others Reportedly has a large number of close and trusted friends and associates Admittedly holds some strong opinions about various matters; somewhat outspoken, but not abrasive Should be able to comfortably transition into a new department in a contract capacity as he already knows quite a few Countryside Firefighters through mutual aid calls PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates above average on our measures of altruism Feels a sense of gratification and fulfillment when he is able to provide meaningful assistance to others The brotherhood, camaraderie, and teamwork involved in the fire service is very important to him Solid customer service background; expected to be courteous and respectful in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Holds two associate e2 80 99s degrees; one in general studies (2009) and the other in fire science (2016) Licensed as a paramedic in 2016 through VISTA Leadership award at Quad 2 fire academy; certified as Firefighter-Advanced Employed as a part-time firefighter with the Antioch FD since June of 2015 Served as a contract fire-medic assigned to the Mundelein FD from May of 2017 until last month; remains employed with Metro Worked as a bartender for about five years at a restaurant/tavern WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since the age of 16 Active and energetic individual who likes to remain busy and occupied Rates above average on our measures of conscientiousness Will take pride in the quality and competence of his work Expected to be a reliable and dependable employee who will take his role, duties, and responsibilities seriously RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life beginning with his parents Admittedly a bit rebellious during his teen years, but has matured since that time No disciplinary actions taken against him throughout his three years with the fire service Expected to follow the rules and orders, but may question their rationale at times Generally open-minded and receptive to new ideas; coachable and trainable ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Some exposure to pressurized and stressful calls for service as a medic Tends to act and move quickly; may need some reminders to slow down a bit in order to be more circumspect and to maintain stamina during prolonged calls for service On his behalf, this individual appears to possess sound judgment and good common sense which he will apply in most situations Came across as confident about his skills and knowledge base; will assert himself within the range of his competence and expertise LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reasonably open and candid about some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to problems and setbacks when they occurred Admittedly floundered with his career goals and objectives until discovering the fire service about four years ago; regrets not having found his vocation sooner No illicit drug use; 1 arrest at the age of 19 for swimming in a park district pool after hours with a couple of his buddies Married for the past four-plus years to a woman he dated for four years prior to that Expected to hold himself accountable for his actions on and off the job OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and relatively well-adjusted, but may show his frustrations more vividly than he would care to admit Not prone toward prolonged periods of worry or depression Supportive base of family and about a dozen close and trusted friends As a gregarious and talkative individual, will tend to find the most reassurance and support by talking things out with fellow firefighters after troubling calls for service Keeps himself in good physical condition; enjoys several social and recreational outlets which help him to relax and blow off steam when necessary Special Training, Orientation & Concerns May appear to be a bit e2 80 9chyper e2 80 9d or pressured on first impression. Eager to make a good first impression. Talks a lot and likes to ask questions. Inquisitive individual who may need some reminders to pay attention and to keep his queries and questions to a minimum. Similarly, this individual likes to move and act quickly. Although he appears to possess sound judgment, he may benefit from some guidance in being a bit more deliberate and circumspect in approaching complex and chaotic situations. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Bassett provided a neatly typed account of his personal and professional background that included basic details, but not much more. On his behalf, he was much more elaborative during his interview than he was on paper. Nevertheless, this individual is fully capable of expressing himself in complete and coherent sentences that contain proper grammar, syntax, and punctuation. Mr. Bassett is expected to produce professional reports, but he may need to be a bit more descriptive at times. Overall, we evaluate Mr. Bassett to possess average to possibly above average mental ability. This assertion is supported by his grades throughout high school and college, and by his occupational accomplishments to date. Mr. Bassett graduated from Antioch High School in 2003 with a reported e2 80 9cB e2 80 9d average. During his high school years, he participated in baseball (mostly outside of school) and worked part-time. Admittedly confused and bewildered about his vocational goals, Mr. Bassett wanted to further his formal education, but did not know where he was going career-wise. As a result he obtained an associate e2 80 99s degree in general studies in 2009. Once he found his e2 80 9cpassion e2 80 9d in the fire service, Mr. Bassett has applied himself diligently to better his skills and qualifications for a career position including the attainment of his associate e2 80 99s degree in fire science in 2015. All things considered, this individual has the ability to master the essential information and skills required of a firefighter and paramedic. PART IV Mr. Bassett is the younger of two children who was raised primarily by his mother in Antioch where he attended local public schools. According to Mr. Bassett, his parents, who are both flight attendants, split up before he was born. However, Mr. Bassett maintained that his father was and remains an involved part of his life. Mr. Bassett talked about his struggles to find a meaningful career path in his life until he eventually discovered the fire service through the suggestion of some of his friends. Since that time, his life has stabilized considerably as he has worked hard to better his skills and qualifications for a career position. While working as a contract medic and firefighter with nearby Mundelein, he applied for a career position with that department along with several others. Disappointingly, he was dismissed from the process due to what was presumed to be e2 80 9cnumerous police contacts e2 80 9d gleaned during his background investigation. He is not quite sure about that. Nevertheless, not only did he not get the job with Mundelein, he also lost his status as a contract paramedic assigned to that department. Based on our observations and assessment, we evaluate Mr. Bassett to be an acceptable applicant for the position in question as he received favorable ratings on all of the key dimensions connected with success as a firefighter and medic. While he may not be a particularly distinguished applicant, Mr. Bassett is an energetic and smart individual who appears to work quite comfortably in groups. At the same time, he may come across as a bit outspoken and opinionated; however, our assessment indicates that he is very open-minded and coachable. We do not envision this candidate overstepping his bounds with his supervisors, and he will frame his many questions in a tactful and respectful manner in an attempt to learn. With further training and experience, we believe Mr. Bassett should prove himself to be a competent and reliable contract firefighter and medic. In summation, we would recommend that Mr. Bassett be extended an offer of employment to serve as a Contract Firefighter with the Countryside Fire Protection District. JWB"', 'b"INDIVIDUAL ASSESSMENT Bryan Bassett VILLAGE OF SKOKIE USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Bryan Bassett Position: Firefighter Age: 34 Department: Fire Department Date: June 7, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and professionally attired for his appointment at our office Easy to engage in conversation; he is a good listener Came across as confident and amiable He had high energy, which we perceive as related to his excitement about the job Appeared put together and will surely be perceived as a credible and approachable firefighter by members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and gregarious individual who emphasized his desire to work with a close-knit group of coworkers High needs for inclusion and acceptance from others Reportedly has a large number of close and trusted friends and associates Admittedly holds some strong opinions about various matters; somewhat outspoken, but not abrasive To elaborate, he will encourage his team to stay fit because he values health and fitness for firefighters Should be able to comfortably transition into a new department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates above average on our measures of altruism Feels a sense of gratification and fulfillment when he is able to provide meaningful assistance to others The brotherhood, camaraderie, and teamwork involved in the fire service is very important to him Solid customer service background; expected to be courteous and respectful in his interactions with citizens Takes his job duties very seriously because he knows the community relies on him for help JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Holds two associate e2 80 99s degrees; one in general studies (2009) and the other in fire science (2016) Licensed as a paramedic in 2016 through VISTA Leadership award at Quad 2 fire academy; certified as Firefighter-Advanced Currently a contracted firefighter through Superior Metro with Countryside FPD since October of 2018; he was previously contracted with Mundelein FD (5/2017 to 10/2018) Also employed as a part-time firefighter with the Antioch FD since June of 2015 Worked as a bartender for about five years at a restaurant/tavern WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since the age of 16 Active and energetic individual who likes to remain busy and occupied Rates above average on our measures of conscientiousness Will take pride in the quality and competence of his work Expected to be a reliable and dependable employee who will take his role, duties, and responsibilities seriously RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life beginning with his parents Admittedly a bit rebellious during his teen years, but has matured since that time No disciplinary actions taken against him throughout his three years with the fire service; though he reported two minor miscommunications about scheduling Expected to follow the rules and orders, but may question their rationale at times Generally open-minded and receptive to new ideas; very coachable and trainable ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Exposure to pressurized and stressful calls for service as a medic Tends to act and move quickly; may need some reminders to slow down a bit in order to maintain stamina during prolonged calls for service On his behalf, this individual appears to possess sound judgment and good common sense, which he will apply in most situations Came across as confident about his skills and knowledge base; will assert himself within the range of his competence and expertise LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reasonably open about some of the regrets and disappointments he has had in his life Acknowledged his own contribution to problems and setbacks when they occurred Admittedly floundered with his career goals and objectives until discovering the fire service about four years ago; regrets not having found his vocation sooner No illicit drug use; 1 arrest at the age of 19 for swimming in a park district pool after hours with a couple of his buddies Married for the past five years to a woman he dated for four years prior to that Expected to hold himself accountable for his actions on and off the job OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and relatively well-adjusted, but may show his frustrations more obviously than he would care to admit Not prone toward prolonged periods of worry or depression Supportive base of family and about a dozen close and trusted friends As a gregarious and talkative individual; will tend to find the most reassurance and support by talking things out with fellow firefighters after troubling calls for service Keeps himself in good physical condition; enjoys several social and recreational outlets which help him to relax and blow off steam when necessary Special Training, Orientation & Concerns May appear to be highly energetic on first impression. Eager to make a good first impression. Talks a lot and likes to ask questions. Inquisitive individual who may need some reminders to pay attention and to keep his queries and questions to a minimum. Similarly, this individual likes to move and act quickly. Although he appears to possess sound judgment, he may benefit from some guidance in being a bit more deliberate and circumspect in approaching complex and chaotic situations. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Bassett provided a neatly typed account of his personal and professional background that included basic details, but not much more. On his behalf, he was much more elaborative during his interview than he was on paper. Nevertheless, this individual is fully capable of expressing himself in complete and coherent sentences that contain proper grammar, syntax, and punctuation. Mr. Bassett is expected to produce professional reports, but he may need to be a bit more descriptive at times. Overall, we evaluate Mr. Bassett to possess average to possibly above average mental ability. This assertion is supported by his grades throughout high school and college, and by his occupational accomplishments to date. Mr. Bassett graduated from Antioch High School in 2003 with a reported e2 80 9cB e2 80 9d average. During his high school years, he participated in baseball (mostly outside of school) and worked part-time. Admittedly confused and bewildered about his vocational goals, Mr. Bassett wanted to further his formal education, but he did not know where he was going career-wise. As a result, he obtained an associate e2 80 99s degree in general studies in 2009. Once he found his e2 80 9cpassion e2 80 9d in the fire service, Mr. Bassett has applied himself diligently to better his skills and qualifications for a career position including the attainment of his associate e2 80 99s degree in fire science in 2015. All things considered, this individual has the ability to master the essential information and skills required of a firefighter and paramedic. PART IV Mr. Bassett is the younger of two children, and he was raised primarily by his mother in Antioch where he attended local public schools. According to Mr. Bassett, his parents, who are both flight attendants, split up before he was born. However, Mr. Bassett maintained that his father was and remains an involved part of his life. Mr. Bassett talked about his struggles to find a meaningful career path in his life until he eventually discovered the fire service through the suggestion of some of his friends and his wife. Since that time, his life has stabilized considerably as he has worked hard to better his skills and qualifications for a career position. While working as a contract medic and firefighter with Countryside FPD, he has received a few conditional offers for career positions. He claims that his first choice of a department is Skokie given its reputation among other firefighters he knows. Based on our observations and assessment, we evaluate Mr. Bassett to be an acceptable applicant for the position in question as he received favorable ratings on all of the key dimensions connected with success as a firefighter and medic. While he may not be a particularly distinguished applicant, Mr. Bassett is an energetic and smart individual who appears to work comfortably in groups. At the same time, he may come across as a bit outspoken; however, our assessment indicates that he is very open-minded and coachable. We do not envision this candidate overstepping his bounds with his supervisors, and he will frame his many questions in a tactful and respectful manner in an attempt to learn. With further training and experience, we believe Mr. Bassett should prove himself to be a competent and reliable firefighter and medic. In summation, we would recommend that Mr. Bassett be extended an offer of employment to serve as a Firefighter with the Village of Skokie. JWB/ERL"', 'b"INDIVIDUAL ASSESSMENT Edward Beyer City of Elmhurst USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Edward Beyer Position: Police Officer Age: 23 Department: Police Department Date: March 21, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and attired in a business suit; imposing physical size and presence Professional, polite, and friendly in his demeanor Came across as confident, straightforward, and engaging; good listener Despite relatively young age this individual conducted himself in a mature and poised manner Will be viewed as an approachable and capable police officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Nothing particularly flashy or charismatic about this candidate e2 80 99s interpersonal style yet he will be viewed as sincere, considerate, and down-to-earth by most people Outgoing and socially adept; mild-mannered and even-tempered Average needs for inclusion and acceptance from others; large number of close and trusted friends Background in competitive sports; strong team orientation PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Self-esteem enhanced when he is able to make a positive impact on the lives of others; gave several examples of when and how he has done so Also drawn to the variety, activity, and opportunities for specialization and advancement he anticipates in a law enforcement career Will be professional and respectful in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in sports management in 2017 from Elmhurst College Since his graduation he has been working as a security guard and track coach at his former high school (Hersey) Applicant also earned his EMT-B certification in 2017 from Harper College Some customer service experience in the retail sector selling bicycles for two years No coursework in criminal justice; has never been inside a police cruiser or on a ride-along WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: With his background in athletics he is a competitive individual who will strive to improve himself through hard work and perseverance Rates high on our measures of conscientiousness; serious about his duties and responsibilities High needs for achievement; will extend himself in order to meet or exceed supervisory goals and objectives Reliable, responsible, and dependable in his basic work habits; positive attitude RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents this individual has had positive relationships with most of the authority figures in his life Respectful and accommodating in his interactions with coaches, bosses, and supervisors over the years Follows the rules; will adhere to departmental policies and procedures Open-minded and receptive to constructive criticism Should prove to be a pleasure to supervise ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Despite imposing physical presence applicant does not come on strong Nevertheless he will be taken seriously due to his presence, self-confidence, and ability to effectively engage most people Appropriately assertive in most situations; circumspect and thinks before he acts Expected to be firm, fair, and compassionate in his enforcement of laws and ordinances With the proper training and further experience we can envision this dimension evolving into a strength for this candidate LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to difficulties and problems when they occurred Struck us as an honest and straightforward person who will hold himself accountable for his actions on and off the job No brushes with law enforcement; reports having tried marijuana about five times during his freshman year of college Has been involved in a committed relationship for the past five years OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted; not easily rattled or angered Test scores indicate that he is not prone toward prolonged periods of worry or depression Positive self-image; appears to possess the maturity and stability to not personalize the negativity he will encounter in this line of work Supportive family and a large number of close and trusted friends Keeps himself in very good physical shape Special Training & Orientation Concerns Applicant is very e2 80 9cgreen e2 80 9d with respect to his exposure to police operations and criminal justice acumen. On his behalf, Mr. Beyer is a bright, motivated, and determined individual who we believe should catch on rather quickly. Nevertheless, a bit of patience on the part of his field training officers and first-line supervisors as we anticipate that this candidate has the potential to become an effective and competent officer over time. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Beyer provided a neatly typed account of his personal and professional background, which included essential details and a degree of elaboration whenever it was necessary. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average to slightly above average writing ability as he consistently expressed himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Report writing and documentation should not be particularly difficult for this individual. Overall, we evaluate Mr. Beyer to possess slightly above average mental ability. This assertion is supported by his academic achievements to date, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. Mr. Beyer maintained above average grades throughout his high school and college years despite being very involved in various sports. In fact, he was three-sport athlete at Hersey High School earning all-conference honors and state qualification on the track and field team. Without a clear sense of career direction, Mr. Beyer played football all four years at Elmhurst College where he graduated with a bachelor e2 80 99s degree in sports management. All things considered, this bright and determined applicant has the ability to master the essential information and skills required to become a police officer. PART IV Based on our observations and assessment, we evaluate Mr. Beyer to be an acceptable applicant for the position in question as he received favorable ratings on all but one of the relevant dimensions connected with success as a police officer. According to Mr. Beyer, he still struggled with identifying a viable vocational plan for himself after graduating from Elmhurst College in 2017. Taking a long, hard look at his desires, needs, and situations that have been gratifying for him, Mr. Beyer began seriously considering police work as both of his grandfathers and a cousin of his were all involved in law enforcement. Once deciding on this career path, this determined and persevering individual has been testing rigorously for the past year, but did not anticipate how difficult the hiring process may be e2 80 93 especially without any relevant or direct experience. Over the past year and a half, Mr. Beyer has learned a lot about the tact, diplomacy, and assertiveness required in this line of work by working as a security officer at his former high school. In that capacity, he has had to defuse some confrontations and fights, and has also proved to be an available mentor and coach for several of the students there. From our perspective there is a lot to like about this confident, engaging, and determined applicant in terms of his ability to get along amicably with most people, strong team orientation, and solid work ethic. Moreover, this individual seems equally motivated to perform both the customer service and enforcement aspects of the job. In our opinion, Mr. Beyer should prove to be a very coachable and trainable recruit who will be able to catch on rather quickly despite his lack of direct exposure to police operations. In light of our favorable review of his qualifications and personality characteristics review, we would recommend that Mr. Beyer be given an offer to work as a Police Officer for the City of Elmhurst, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Timothy Bong Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Timothy Bong Position: Police Officer Age: 25 Department: Police Department Date: March 11, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and clean-cut appearance with closely-cropped hair Professionally attired in a suit and tie for his appointment at our office Initially came across as a little anxious and stilted Nevertheless, this person possesses a credible police presence The public will perceive the applicant as appropriately approachable, although his stilted presence will harm his ability to seem relaxed totally relaxed INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and generally amiable individual Possesses high needs for inclusion and acceptance from others and will be eager to feel included and accepted by his fellow officers Will be friendly and congenial in his interactions, but might have difficulty standing up for himself in a dispute or disagreement with a coworker, especially one who is more senior Overall, a polite and pleasant person who enjoys the company of others Background in team sports; will try to establish himself as a collaborative team player PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Seemed sincere in his desire to provide a needed service to the community Rates slightly above average on our measures of altruism Focused primarily on his interest in interacting with the public-at-large Has a special interest in stopping the abuse of both the elderly and of children Will be respectful and courteous in his interactions with citizens This applicant also seems motivated by the boost in self-esteem and self-image he anticipates with the position in question JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in law enforcement and justice administration from Western Illinois University in 2015 While attending college, worked for one semester as a resident assistant at a dormitory Worked for three months as a background analyst for a private investigations company right out of college Employed as a part-time staff assistant for the Hoffman Estates Police Department handling records and some front desk duties from October 2015 to December of 2016 Hired by the Palatine Police Department in December of 2016 and was sent to the police training academy in Springfield; however, he failed the Power Test upon his arrival, and had to resign from the Palatine PD in January of 2017 Presently employed as an administrative service officer with the Hoffman Estates Police Department WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Highly conscientious individual who takes his duties and responsibilities seriously Should prove to be reliable, dependable, and consistent in his basic work habits Very detail-oriented; takes pride in his work Will strive to meet or exceed departmental performance standards and supervisory expectations Follows through on responsibilities and commitments Will likely require clear and definitive goals and objectives; some difficulty in dealing with ambiguity or being left to make his own decisions RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, applicant has had generally positive relationships with most of the authority figures in his life Expected to be respectful and accommodating in his interactions with his superiors and more senior officers Somewhat dependent individual who might prove overly reliant on the direction and structure provided by his supervisors, at least initially Likely to check in quite often in order to obtain approval and encouragement Follows the rules; will rigidly adhere to departmental policies and procedures ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Applicant comes across initially with a lower impact Does not convey much of an authoritative or confident bearing, nor does he express himself with much persuasiveness or self-assurance Admitted his fellow employees at the Hoffman Estates Police Department question his ability to stand up for himself For example, the applicant acknowledges having difficulty holding his own in dealing with ill-mannered coworkers who generally ignore him Might struggle in his attempts to obtain compliance from resistive and antagonistic individuals; has no prior experience working on the e2 80 9cstreet e2 80 9d as he is behind a desk in his current capacity with the Hoffman Estates PD LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far No brushes with law enforcement, but admitted to smoking marijuana a handful of times during high school Appears to be managing his finances appropriately; for example, he has almost entirely retired his student loans Very intent and focused on taking care of his mother; responsible and loyal OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: After being dismissed from the Illinois State Police Academy in 2017, he has stayed on course to become a sworn police officer Present position with the Hoffman Estates Police Department has prepared him well for a career in law enforcement Has weathered the hardship and disappointment from the loss of his father in 2016 Prefers to spend most of his free time with his friends and family Enjoys both playing and watching sports of all kinds Special Training & Orientation Concerns Sudden death of his father in October of 2016 set this candidate into a tailspin, but he appears to have recovered well. Despite qualifications and related experience, applicant will still need coaching and guidance regarding the enforcement piece of the position in question PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Bong submitted a neatly typed account of his personal and professional background that contained key details and appropriate elaboration whenever it was necessary. We also administered two other writing samples (one handwritten and the other typed). On each of his exercises, this applicant demonstrated average to slightly above average writing ability. For example, this applicant has the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. As such, we believe that he will handle acceptably the paperwork and report writing piece of the position in question. Overall, we evaluate Mr. Bong to possess average to above average mental ability. This assertion is supported by his educational accomplishments to date, and by the way he was able to express his thoughts and ideas (orally and on paper) during his assessment. Finally, the candidate is a compassionate and concerned individual who will demonstrate the appropriate amount of emotional intelligence demanded by the job in question. PART IV The younger of two children, Mr. Bong grew up and continues to reside in Hanover Park, where he attended local public schools. According to Mr. Bong, his cousin was a member of the Algonquin Police Department Explorers Post when the candidate graduated from high school. Without a definitive career objective in mind, this cousin urged Mr. Bong to go on a ride-along with the Algonquin Police Department, which he did in 2011. This, then, led to his taking classes in criminal justice at a local community college. In October of 2016, Mr. Bong e2 80 99s father passed away which reportedly left him and his family reeling with grief. According to Mr. Bong, he simply e2 80 9clet himself go e2 80 9d with respect to taking care of himself and maintaining optimal physical conditioning. For example, after being extended an offer of employment by the Palatine Police Department in December of 2016, Mr. Bong failed the physical agility test and subsequently resigned from Palatine Police Department less than a week into his academy training. Since then, Mr. Bong has taken some appropriate steps to prepare himself better for his chosen career path in law enforcement by obtaining relevant experience in police operations as both a staff assistant and an administrative service officer for the Hoffman Estates Police Department. We have one noted concern regarding this candidate e2 80 99s self-confidence, as he struck us as being rather unassertive, and some of the resistance and opposition he will encounter in this line of work could prove challenging initially. Nevertheless, based on our favorable observations and assessment, we evaluate Mr. Bong to be an acceptable applicant for the position in question, and we view him as ready and capable of fulfilling supervisory expectations or performance standards. Thus, we would recommend that Mr. Bong be given an offer to work as a Police Officer for the Village of Schaumburg, Illinois. SAL"', 'b"INDIVIDUAL ASSESSMENT Andres Bravo Village of Skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Andres Bravo Position: Police Officer Age: 25 Department: Police Department Date: June 25, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and attired in slacks and a polo shirt; upbeat and down-to-earth presentation Confident, straightforward, and engaging; came across as friendly and talkative Appears to be able to develop a quick working rapport with most people; respectful and polite Expresses himself with good eye contact and a bit of emotional emphasis at times Should be able to project an approachable and capable presence as a police officer INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing, agreeable, and gregarious person who enjoys working around a wide variety of people Positive and good-natured in his interpersonal style; enjoys a bit of humor in the workplace High needs for inclusion and acceptance from others Will strive to earn the respect and trust of his fellow officers through his attitude and efforts on the job Expected to fit in comfortably with his fellow officers over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Self-esteem enhanced when he is able to make a positive impact on the lives of others Equally drawn to the enforcement and community service aspects of the job Also interested in the mental and physical challenges he anticipates in a law enforcement career Will be polite and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree in criminal justice received in 2015 For the past three years applicant has been employed as a loss prevention agent for TJX Industries; assigned to various retail locations Prior to that this applicant worked warehouse labor jobs with three different companies Only other exposure to law enforcement is his recent ride-along with the Skokie PD WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Positive attitude; hardworking and energetic Rates slightly above average on our measures of conscientiousness Serious about his duties and responsibilities; takes pride in the quality of his work Reliable, dependable, and consistent in his basic work habits Active individual who likes to remain busy and occupied; likely to initiate his own activity and volunteer for any overtime or special assignments RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, applicant has had positive relationships with most of the authority figures in his life Respectful and accommodating in his interactions with superiors Disciplined individual who may come across as a bit cavalier and casual at times, but will follow orders as given Compliant and dutiful; will adhere to departmental policies and SOGs Open-minded and receptive to criticism; will try to improve himself through corrective feedback ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Learned some valuable lessons about the importance of tact, persuasiveness, and officer safety concerns during his three-year tenure working retail security Confident and pleasant in his manner, but can appropriately assert himself when his authority is challenged Does not appear to be easily rattled or angered; level-headed in his decision-making Expected to be firm and fair in his enforcement activities With the proper training and further experience we expect this candidate e2 80 99s skills in this area to improve over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid; talked about some of the regrets and disappointments he has had in his life thus far Held himself accountable for his actions and decisions over the years; came across as honest and straightforward Not likely to make excuses or blame others when things do not go his way Admitted to marijuana usage about 10 times in his life; driving privileges suspended for six months at the age of 19 for receiving two speeding tickets in a year Although he still resides with parents this individual has taken some steps to establish himself as an independent and autonomous adult OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-keeled, and relatively well-adjusted Does not appear to be disposed toward prolonged periods of worry or depression Views himself as a happy and light-hearted person; positive self-image Should be able to roll with the punches when faced with the negativity and resistance he will encounter in police work Supportive family and several close and trusted friends Keeps himself in very good physical condition Special Training & Orientation Concerns May come across as a bit overly casual at times in his demeanor and lightheartedness. While his attempts to e2 80 9clighten the mood e2 80 9d during stressful or serious situations may be well-intentioned, he will need to learn how to better pick his spots for humorous comments. Somewhat e2 80 9crough around the edges e2 80 9d in terms of professionalism and polish. At the same time supervisors will view him as eager and energetic. With the proper mentoring and training we expect him to develop and mature along with the job. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Bravo provided a typed account of his personal and professional background that was appropriately detailed and contained a bit of elaboration when it was helpful. We also administered two other writing samples (both of which were typed). In all exercises, this applicant demonstrated average writing ability as he expressed himself in complete and coherent sentences containing proper grammar, syntax, and punctuation. This candidate tends to be clear and concise in his writing style and we believe he has the ability to produce professional and informative reports and documentation as a police officer. Despite his sub-par performance on our standardized test of cognitive ability cited above, we evaluate Mr. Bravo to possess at least average mental ability. This assertion is supported by his grades during high school and college, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. According to Mr. Bravo, Spanish was his first language, and we have found that scores tend to be a bit lower for these individuals on most tests of cognitive ability. On his behalf, Mr. Bravo remains fluent in that language. Moreover, Mr. Bravo worked full-time to finance his college education at Joliet Junior College, graduating from there in 2015 with an associate e2 80 99s degree in criminal justice and a reported 2.80 GPA. All things considered, Mr. Bravo should be able to master the essential information and skills required to become a police officer. PART IV Based on our observations and assessment, we evaluate Mr. Bravo to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. According to Mr. Bravo, the prospect of a public safety career as a police officer is appealing to him because of the honor and respect that goes along with the position in the eyes of his family and most people. An altruistic and well-intentioned applicant, Mr. Bravo is expected to extend himself on the job in order to serve the needs of the community, and he should prove to be an energetic employee overall. In this regard, we liked the balance he brings to the position in terms of his likable and friendly interpersonal style and his solid work habits. While not a particularly distinguished candidate, as he may appear a bit e2 80 9crough around the edges e2 80 9d in terms of polish and sophistication, he is a sincere person who looks forward to the mental and physical challenges that will help him grow and develop personally and professionally. In summation, we will defer on making any definitive recommendation regarding Mr. Bravo e2 80 99s suitability for hire as a police officer, and we respectfully leave that decision to the adjudication of Skokie e2 80 99s Board of Fire and Police Commissioners. JWB"', 'b"INDIVIDUAL ASSESSMENT Jeremy Caffie Village of Mount Prospect USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jeremy Caffie Position: Firefighter Age: 32 Department: Fire Department Date: April 1, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Relatively clean-cut personal appearance Attire was rather casual for a job-related interview Seemed to lack respect for the process; chewed gum and yawned during the interview portion of the assessment Presented written materials that were lacking important information, and his personality tests were badly faked INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Straightforward and direct, occasionally to a fault Possesses firmly held opinions about his fellow firefighters; in particular, the candidate is critical of older members of the fire service While the candidate claims that he avoids speaking his mind in front of more senior fire officers, his reason is that he is still on probation We suspect that once the candidate clears his probation period, he will feel much freer to express his views and opinions, which will not be well-received by his fellow firefighters Overall, the candidate comes across as overly confident to the point that his peers have characterized his attitude as bordering on arrogant PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Seeks a career where he can contribute to society in a positive way In his own words, the job in question is more than just about making money At the same time, he is drawn to the security and stability of the job, as exemplified by its good pay and benefits There is also a side to his personality that borders on thrill-seeking, which predicts for the applicant being attracted to the variety and excitement of the fire service JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned his EMT-B in 2014 from Malcolm X College Received his paramedic e2 80 99s license from Ingalls Hospital and South Suburban College during 2017 B.O.F. was granted by the Romeoville Fire Department in 2018 Spent nine months with the Riverside Fire Department in 2018 Since August of last year, 2018, the applicant has been employed as a firefighter with the York Center Fire Protection District WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: As with many individuals who possess a thrill-seeking side to their personality, the candidate shows the classic signs of being selectively motivated For those tasks which are mundane and tedious, like completing paperwork or performing routine chores around the firehouse, he will exhibit a lack of initiative The candidate claims that he does not complain given his status as a probationary firefighter; however, once he is off probation, he is likely to behave differently As such, the applicant is likely to align himself with the malcontents who populate any firehouse RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: While the applicant is likely to show attitude around the firehouse, he understands the importance of respecting the chain-of-command To the candidate e2 80 99s credit, he reports never having been terminated or disciplined at any previous place of work With that said, this person will look to his superior officers to be supportive and operate in his best interests as opposed to siding with the command staff or village administration Finally, it is worth noting that this individual spent approximately nine years working as his own boss selling and brokering automobiles ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: The candidate claims that he is not bothered by emergencies and trauma We sense that he is able to remain calm and in control during emergency situations In his time working in the fire service and EMS, he has witnessed a number of fatalities from full-arrests to automobile accidents and gunshot wounds We did notice, however, that this individual lacks empathy For example, he stated as recently as the night before his appointment at our office, this person spoke about going right back to sleep after handling a fatality that occurred while he was on the night shift LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: This person experiences a hard time seeing himself as others see him As such, it will be difficult for him to accept constructive feedback on his behavior and performance Furthermore, we do not see this person holding himself accountable for his actions, and as a result, he is likely to offer a lot of excuses to justify his behavior In his behalf, he has avoided the use of drugs or alcohol during the course of his lifetime due in large part to his father e2 80 99s struggles with alcohol addiction On the other hand, his driving record has been less than stellar, to include an arrest for driving on a suspended license OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: There is a part of this person e2 80 93 due in large part to his emotional detachment e2 80 93 that will allow him to cope with stress, as it will not affect him the same as it does other people In addition, this person possesses a devotion to rigorous physical exercise that results in his working out all seven days of the week Another way of reducing tension and stress for this person involves engaging in dangerous activities, like riding his motorcycle at high speeds To date, he has been involved in no less than three accidents with his high-powered motorcycle In short, he is a thrill-seeker with the need for speed Special Training, Orientation & Concerns This individual will bring to the job an attitude that will make it hard for him to hear helpful feedback; hence, we are reluctant to recommend any training or developmental suggestions since they are unlikely to prove effective PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Caffie, as noted previously in Part II of this report, failed to provide the necessary information regarding his prior work history, especially that pertaining to his nine years of self-employment. On another written exercise discussing a career highlight and setback, Mr. Caffie managed to demonstrate acceptable writing mechanics. Because the applicant is selectively motivated and dislikes mundane and routine activities, Mr. Caffie is unlikely to perform the paperwork and report writing piece of the position in question. As observed by the above-reported test scores, Mr. Caffie appears to be rather bright. In addition, the applicant earned a bachelor e2 80 99s degree in biology from the University of Illinois at Chicago. The candidate scored at the mastery level on both subtests on the Wonderlic Basic Skills Test. On the other hand, as we also mentioned in Part II, Mr. Caffie lacks empathy, which is the major component of the concept emotional intelligence. PART IV Based on our observations and assessment, we evaluate Mr. Caffie to be an unacceptable applicant for the position in question. The candidate claims that it was in January of 2014, when a fire broke out at his grandfather e2 80 99s house, that he first turned his thoughts toward joining the fire service. Prior to that time, Mr. Caffie worked entirely for himself selling cars on his own. While we do not think that his self-employment caused him to be less than sociable, it is clear that working autonomously and free from interacting with peers has suited his interpersonal orientation rather well. The close confines of the firehouse require a person who can get along easily with others without showing attitude. In addition, firehouses demand the completion of chores -- most of which are mundane and unexciting, yet necessary e2 80 93 like cleaning and routine maintenance. We are concerned that this candidate will not show much enthusiasm for these kinds of duties and responsibilities. Finally, Mr. Caffie was also a less than enthusiastic candidate based on his behavior during his assessment at our office. Everything from his manner of dress to his gum chewing and yawning behavior worked against him and mitigated his being seen as a serious candidate for the job. Therefore, in light of our cautious review, we would not recommend that Mr. Caffie be given an offer to work as a Firefighter for the Village of Mount Prospect. SAL"', 'b"INDIVIDUAL ASSESSMENT Eric Cahanin Village of Lindenhurst USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Eric Cahanin Position: Police Officer Age: 29 Department: Police Department Date: March 5, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly trimmed beard and dressed in business casual attire Confident, pleasant, and respectful in his presentation Came across as warm and engaging; open and talkative Maintained good eye contact and demonstrated receptive and relaxed body language Despite a lack of law enforcement experience, this individual should be perceived as a credible, mature, and approachable officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Considerate, polite, and amiable; should be able to get along with just about anyone Moderately outgoing; may not call much attention to himself Easygoing and down-to-earth in his demeanor; not loud or boisterous Emphasized his desire to work collaboratively with others toward a common goal or mission; strong team orientation Nothing particularly flashy or charismatic about this candidate, yet he should be able to fit in comfortably with his fellow officers, citizens, and supervisors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates rather high on our measures of altruism Although he has not been involved in any charitable or volunteer activity, applicant took pride in his strong customer service background Feels good about himself when he is able to make a positive impact on the lives of others Looks forward to the mental and physical challenges involved in a law enforcement career Especially interested in being able to e2 80 9cgive back e2 80 9d to the citizens in his home community of Lindenhurst Will be respectful and professional in his interactions with the public JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree in criminal justice from Kaplan University (online) in 2015 Accompanied officers on ride-alongs with the Kenosha Police Department on two occasions a couple of years ago Most of his knowledge and information about police work comes from his affiliation and friendship with past and present police officers, including several with whom he plays recreational hockey Many years of customer service in the restaurant industry as a waiter For the past four and one-half years applicant worked as a quality control representative for Comcast in which he handled e2 80 9cescalations e2 80 9d; dealt with irate and demanding customers (over the phone) which call center employees could not deal with Some supervisory experience over the past six months with a Comcast affiliate WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates very high on our measures of conscientiousness Serious about his assignments and responsibilities Moderate needs for achievement, but high needs for competence and effectiveness Fairly active and energetic individual who prefers to remain busy and occupied Reliable, dependable, and consistent in his basic work habits; task-focused May over-extend himself at times in his attempts to assist coworkers who request his assistance; may be overly accommodating in this area RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised by a father who was a USMC Vietnam combat veteran; strict upbringing Indicated that the authority figures in his life have been well-intentioned in their discipline and expectations, with the exception of one boss who was a micromanager Follows the rules; will adhere to established policies and procedures Open and receptive to new ideas and constructive criticism; eager to learn Should adapt favorably to the structure and rigor of life within a paramilitary organization ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident and somewhat relaxed in his demeanor; does not come on strong Reliant upon tact and persuasiveness in dealing with confrontation and hostility Expected to hold his ground when his authority is challenged, but will need to improve upon his impact and the development of a more authoritative bearing Adept problem-solver; thinks quickly on his feet Expected to be firm and fair in his enforcement of laws and ordinances; by no means rigid or heavy-handed With the proper training and some experience under his belt this area may emerge as a strength for this individual LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in discussing the regrets and disappointments he has had in his life Able to acknowledge his own contribution to problems and setbacks when they occurred Not likely to make excuses or blame others when problems arise or things do not go his way No brushes with law enforcement; denied any use of illicit substances in his life Recently divorced, this applicant is residing with his mother temporarily, but has established himself as an independent, responsible, and autonomous adult OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-tempered, and relatively well-adjusted Talked about overcoming some significant obstacles and adversity in his life; appears to have done so in an adaptive manner Not prone toward prolonged periods of worry or depression Positive self-image; should be able to roll with the punches when faced with the negativity and resistance encountered in this line of work Small but supportive base of family and friends Enjoys a few recreational and social interests which help him to relax and blow off steam when necessary Special Training & Orientation Concerns Inexperienced in positions of enforcing rules and maintaining order other than his strong customer service background. While his customer service and collaborative supervisory skills will be helpful in this line of work, this individual will need to embolden his approach and develop his impact in enforcement situations. A bit of patience on the part of his FTO e2 80 99s and first-line supervisors may pay dividends down the road, as this applicant appears to possess the qualities and attributes to adapt to the enforcement side of the job. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Cahanin provided a neatly typed account of his personal and professional background that was clear and definitive in his citation of detailed information. At times, Mr. Cahanin added a bit of elaboration which was helpful in clarifying his meaning and intent. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability, as he consistently expressed himself in complete sentences, which generally contained proper grammar, syntax, and punctuation. With a bit of guidance and mentoring, Mr. Cahanin should be able to produce informative and professional reports and documentation as a police officer. Overall, we evaluate Mr. Cahanin to possess average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. By his own admission, he has had a bit of difficulty in formal academic settings, and has not always applied himself to the best of his ability. A mechanically-inclined individual, this applicant prefers hands-on and experiential learning, but he did manage to achieve very good grades in obtaining his associate e2 80 99s degree in criminal justice from an on-line university in 2015. With respect to the position in question, Mr. Cahanin has the capacity to master the essential information and skills required to become a police officer. PART IV The elder of two children, Mr. Cahanin spent most of his developmental years in Lindenhurst where he attended local public schools. Mr. Cahanin expressed much respect for his father who was a Vietnam combat veteran who also liked to party and drink to excess. Raised with solid morals and values by both parents, Mr. Cahanin e2 80 99s mother and father divorced when he was a junior in high school, which admittedly bothered him significantly over the next several years as he watched his father deteriorate until his untimely death in 2012. According to Mr. Cahanin, he has wanted to pursue a career in police work since he was in grade school, and he still keeps a miniature police cruiser on his desk which was given to him by a Lake County Sheriff e2 80 99s Deputy at a County Fair when he was in grade school. For a couple of reasons, he was never able to effectively launch himself into his vocation of choice until recently. Married for about 11 months to a woman he dated for four years prior, this marriage ended because of her aversion to relocating and supporting him in his endeavors to test for police jobs. In fact, he turned down an offer from the Wisconsin Highway Patrol in late 2017 because his wife refused to accompany him to his assigned area within the State. Since that time, he has redoubled his efforts to become a police officer in his hometown of Lindenhurst. Based on our observations and assessment, we evaluate Mr. Cahanin to be an acceptable applicant for the position in question, as he received favorable ratings on all but one of the relevant dimensions connected with success as a police officer. Despite his lifelong desire to work in the law enforcement field, Mr. Cahanin e2 80 99s credentials and qualifications are not particularly impressive in terms of exposure and related experience. At the same time, he is a socially adept, altruistic, and hardworking individual who has the capacity master essential job functions if given the chance. While he will need to develop more of an authoritative bearing and command presence in certain situations, citizens will view him as a capable and sincere public servant. In light of our favorable review, we would recommend that Mr. Cahanin be given an offer to work as a Police Officer for the Village of Lindenhurst, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Jonathan Calero Village of Woodridge USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jonathan Calero Position: Police Officer Age: 32 Department: Police Department Date: March 19, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and mature presentation Congenial, engaging, and very respectful in his demeanor Came across as open, confident, and straightforward Able to generate a quick working rapport with most people Will be viewed as a credible and capable officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: As hinted above this applicant is socially adept and can probably get along with just about anyone An outgoing and relational individual this applicant very much enjoys the teamwork and camaraderie involved in a law enforcement career Will be viewed as considerate, good-natured, and positive by his peers and superiors Above average needs for inclusion and acceptance; will strive to earn the respect and trust of his fellow officers by his effort and knowledge on the job PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Scored very high on our measures of altruism evidenced by his dedication to public safety work over the years Self-esteem enhanced when he is able to make a positive impact on the lives of others Expressed a degree of pride and honor in being part of the law enforcement community and will conduct himself ethically and professionally; sincere and genuine Enjoys the direct engagement with the community in a customer service role, and is equally motivated to perform the enforcement aspects of the job JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Earned a bachelor e2 80 99s degree in business management (2016) and an associate e2 80 99s degree in criminal justice (2007) Exposure and training through three police academies since 2009 when he became certified through NEMRT From 2008 to 2011 the applicant served as a community service officer, dispatcher, and ultimately a sworn officer for the College of DuPage Police Department during and after his time as a student there Employed as part-time police officer for the Naperville Park District PD from 2012 to 2013 Served as a patrol officer for the Franklin, Tennessee PD from 2013 to 2016 In February of 2016 he was hired as a police officer for the Village of Mundelein and has been assigned to midnights since that time WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Active, energetic, and positive individual who likes to remain engaged and occupied on the job Rates above average on our measures of conscientiousness; serious about his duties and responsibilities Reliable, dependable, and competent in his basic work habits Eager to improve his abilities and skills; sought help him from previous supervisors about being more productive in his citation/warning ratio RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with just about all of the authority figures in his life beginning with his parents and previous bosses Accommodating, upbeat, and compliant in his interactions with his superiors Throughout his 11 years of law enforcement and public safety experience he has never been the recipient of any type of disciplinary action; follows the rules As noted previously, this applicant will seek out guidance and assistance from his supervisors if he is struggling in any particular area Open-minded and receptive to constructive criticism ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident, approachable, and pleasant in his demeanor Above average communication skills; will de-escalate conflicts and confrontations through the use of diplomacy and persuasiveness Does not come on strong; may need to be a bit more authoritative in some situations when his authority is challenged Expected to be firm and fair in his enforcement of laws and ordinances LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid in discussing some of the difficulties and disappointments he has had in his life thus far Honest and straightforward in acknowledging his own contribution to problems when they occurred Responsible individual who will honor his commitments and obligations Married for the past seven years; devoted husband and father to his two young children No legal or financial difficulties Not likely to make excuses or blame others when things do not go his way OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted; not easily angered or frustrated Along this line he has faced some adversity in his life and has adapted to tough situations in a positive and proactive manner Not prone toward prolonged periods of worry or depression; tends to be optimistic Supportive base of family and friends; also enjoys several social and recreational interests, which help him to relax Positive self-image; will roll with the punches when faced with the negativity and resistance encountered in this line of work Special Training & Orientation Concerns Experienced and well-rounded applicant with 11 years of policing experience under his belt at four police agencies; not much will surprise him. Will excel at the customer service and community engagement aspects of the job. May need some e2 80 9cexternal e2 80 9d motivation and reminders to hit numbers regarding productivity expectations. Likable and considerate candidate; should be able to comfortably integrate into a new department rather quickly. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Calero provided a neatly typed account of his personal and professional background that was informative and detailed. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability as he consistently demonstrated the ability to express himself in complete and coherent sentences, which contained proper grammar, syntax, and punctuation. An experienced officer, we believe he has the capacity to produce professional and thorough reports and documents, and that he will be diligent in performing this essential job function. Despite his sub-par scores on our standardized test of cognitive ability, we evaluate Mr. Calero to possess at least average mental ability. This assertion is supported by his academic and occupational accomplishments to date, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during the course of his assessment. We are at a loss to explain Mr. Calero e2 80 99s below average scores on the Wonderlic, as he possesses an associate e2 80 99s degree in criminal justice from the College of DuPage (2007) and a bachelor e2 80 99s degree in business management from National-Louis University obtained in 2016. Most importantly, we were impressed with the level of his emotional and social intelligence, which we believe enhances his ability to master essential job functions in the actual performance of his duties as a police officer. PART IV Based on our observations and assessment, we evaluate Mr. Calero to be an acceptable applicant for the position in question, as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. An engaging, likable, and respectful applicant, we anticipate that Mr. Calero should prove to be a well-regarded and rather popular officer within the department over time. With his experience with four police agencies Mr. Calero is looking for more opportunities to learn and develop in available specialty areas with hopes of one day being in a supervisory role. Although he has no complaints about his current position with the Mundelein PD over the past three years, Mr. Calero explained that Woodridge is much closer to his home and family in Naperville. In this regard, he has a one-year-old son with special needs, and he would like to apply that commuting time into more availability with his son, daughter, and wife. By his own admission, he could be more productive in writing tickets, yet we feel there is a lot to like about this sincere, mature, and well-intentioned applicant. In light of our favorable review of his qualifications and personality characteristics, we would recommend that Mr. Calero be extended an offer of employment to serve as a Woodridge Police Officer. JWB"', 'b\'INDIVIDUAL ASSESSMENT Jose Centeno Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jose Centeno Position: Police Officer Age: 25 Department: Police Department Date: June 17, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in a stylish business suit; professional and respectful presentation Polite, engaging, and mild-mannered in his demeanor, yet conveyed confidence in the way he carried himself Appears to be in very good physical condition; good eye contact and attentive listener Should be able to project a capable and approachable bearing as a police officer to citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and generally agreeable individual with a background in competitive team sports Average needs for inclusion and acceptance from others, but tends to be very selective in his choice of close friends Acknowledged that some may view him as a bit cocky or self-centered at times; that may be the case, as he seems to hold a rather high opinion of himself We have little doubt that his field training officers and peers will quickly bring him down to earth during his probationary period At the same time, we found him to be a considerate and courteous person who will strive to earn the respect of his coworkers through his effort and competence on the job PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: A gregarious person, the opportunities to interact with citizens in a helping capacity are very appealing this candidate In his current role as a fitness manager and trainer he feels good about himself when he is able to assist clients and patrons reach their fitness goals Also drawn to the variety, activity, and mental and physical challenges he anticipates as a police officer Looks forward to specialized training in the years ahead Sales and customer service background; will treat citizens in a professional and courteous manner JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminal justice from UW-Platteville in 2016; no internship On his behalf, this applicant worked as resident assistant at a college dormitory for a year wherein he had to enforce rules and maintain order among 25-plus residents Other than his criminal justice coursework, candidate has only been on one recent ride-along with Park Ridge PD Worked his way up to a managerial position at Xsport Fitness where he has been employed for over two years WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness; serious about his duties and responsibilities Determined and disciplined in his basic work habits Goal-oriented; as noted previously, this applicant can be rather competitive with himself and others Expected to be an active, energetic, and productive officer Will strive to meet or exceed departmental performance standards on a consistent basis RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in his life beginning with his parents, coaches, and mentors Expected to be respectful and accommodating in his interactions with superiors At the same time, he will express his opinions or ask questions at times when he disagrees or is uncertain about procedural matters Overall, we expect him to adhere to established policies and SOG e2 80 99s Although he may come across as a bit full of himself, our assessment indicates that he is open-minded and eager to learn ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident and self-assured in his demeanor; will initiate interaction Does not come on strong; dealt with some confrontations and rules violations as a resident assistant and gym manager tactfully and effectively Will be firm and fair in his enforcement activities Very good communication skills; will rely on persuasiveness and diplomacy in order to obtain compliance With the proper training and some experience under his belt this area may become a strength for this applicant over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reasonably open and straightforward in acknowledging some of the regrets and disappointments he has had in his life thus far Some difficulty acknowledging his own contribution to problems and setbacks when they occurred (there have not been many) Got into an argument with his girlfriend while in college after he discovered her infidelity; charged with disorderly conduct in 2015 (case was dismissed in court) No reported illicit drug use; all body-building competition candidates are tested routinely Rarely consumes alcohol Has taken some steps to establish himself as an independent and autonomous adult OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-keeled, and relatively well-adjusted; not easily angered or frustrated Not prone toward prolonged periods of worry or depression Supportive base of family and a handful of close friends Enjoys a few social and recreational outlets which help him to relax and blow off steam; primarily his extensive daily workouts in the gym as a body builder Positive self-image; should be able to roll with the punches when faced with the negativity and resistance he will encounter in this line of work Special Training & Orientation Concerns Makes a very good first impression, but can be a bit full of himself at times. We feel fairly certain that his self-congratulatory attitude will be quickly addressed by his field training officers and more senior members of the department rather quickly. We believe that Mr. Centeno will respond to that type of e2 80 9creality check e2 80 9d appropriately. Overall, this applicant should prove to be a hardworking and energetic addition to the department with a bit of humility and some patience on the part of his supervisors. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Centeno provided a neatly typed account of his personal and professional life that contained essential details and a bit of elaboration when it was necessary. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated above average writing ability, as he was able to consistently demonstrate his ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Mr. Centeno has the ability to produce professional and informative reports and documentation as a police officer. Overall, we evaluate Mr. Centeno to possess slightly above average mental ability. This assertion is supported by his academic and occupational accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. An above average student throughout high school and college, Mr. Centeno also found time for extracurricular activities. c2 a0 An energetic and goal-oriented individual, Mr. Centeno admittedly "does not like to fail." c2 a0 We also believe he is motivated by success and mastery. c2 a0 This fairly bright individual will not have difficulty mastering the essential information and skills required of a police officer. PART IV Born in Puerto Rico, this bilingual (Spanish) applicant arrived in the U.S. with his parents a few months after he was born. Mr. Centeno spent his developmental years in Chicago where he attended local parochial schools. An only child, Mr. Centeno e2 80 99s parents divorced during his freshman year of high school, but the candidate has maintained positive relationships with both of them. During his high school years, he set his sights on a law enforcement career due to the influence of extended family members employed as officers for CPD. While studying criminal justice at UW-Platteville, this athletic individual became much more serious about his time in the weight room and competitive body building (which he referred to as men e2 80 99s physique training). About a year ago, he won an amateur competition in his weight class, and is considering competing professionally but is not quite sure about doing so. Nevertheless, this applicant is in very good physical condition, and finds the discipline and rigor of his weight training enjoyable and gratifying. Based on our observations and assessment, we evaluate Mr. Centeno to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. This individual has very high (if not grandiose) needs for achievement, and appears to possess the drive and determination to obtain most of the objectives he sets for himself (with the possible exception of becoming FBI Director within his lifetime which he listed his ultimate career goal). This applicant is socially adept and deals with people in a polite and engaging manner. At times, he can be a bit too self-congratulatory about some of his accomplishments and abilities, which is in line with his competitive nature. However, we anticipate that he will be inoffensive and able to forge collaborative working relationships with his peers and superiors. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Centeno be extended an offer of employment to serve as a Police Officer with the Schaumburg Police Department. JWB\'', 'b"INDIVIDUAL ASSESSMENT Israel Chavez Village of Riverdale USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Israel Chavez Position: Police Officer Age: 29 Department: Police Department Date: August 22, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and businesslike presentation Rather sober and expressionless demeanor, but very respectful, open, and engaging Attentive listener; alert and well-spoken Confident and straightforward in his delivery Will be viewed as a capable and credible officer; may need to improve upon his approachability INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Reserved individual; may be perceived as a bit formal or serious in his interpersonal style Does not seem to demonstrate much strong emotion e2 80 93 either positive or negative At the same time he is a generally agreeable and considerate person who will treat others with common courtesy and respect Maintains that he has over 10 close and trusted friends and enjoys working collaboratively with groups and teams Should be able to integrate into the department over time; may take him a while to initiate much interaction unless it is job-related PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Came across as sincere and genuine in his desire to protect and serve the public Feels good about himself when he is able to make a positive impact on the lives of others Looks forward to the variety, activity, and mental and physical challenges he anticipates in police work Most of his working life has been spent in public safety roles Will be polite and professional in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree in general studies from JJC in 2017 Background in fire service and EMS work including responding to calls in Riverdale Licensed as a paramedic in 2017; certified as a Basic Operations Firefighter Worked for two private ambulance companies from 2015 to January of 2019 Hired as a full-time firefighter with the NW Homer FPD in November of 2018, but resigned after a month Employed as a parking valet at Harrah e2 80 99s Casino since 2010 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since his early high school years Rates above average on our measures of conscientiousness; serious about his duties and responsibilities Perfect attendance throughout high school; punctual and willing to take on extra duties Disciplined candidate who will strive to meet or exceed supervisory expectations RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents applicant has had positive relationships with most of the authority figures in his life including previous bosses and supervisors A disciplined and compliant individual we believe this is attributable dutifulness and work ethic Follows the rules; expected to adhere to departmental policies and procedures No disciplinary actions taken against him throughout his entire employment history Can be a bit rigid in his thinking after finding ways to accomplish expectations At the same time, we believe he will appreciate guidance and corrective feedback from above as a probationary officer ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: In job-related situations this candidate carries himself in a confident and professional manner At the same time, he may come across as a bit robotic and contrived at times in his customer service style Nevertheless, this individual has faced many urgent and traumatic situations as a medic, and we anticipate that he will conduct himself in a poised and level-headed manner under pressure Will hold the line when his authority is challenged Expected to be firm and fair in his enforcement activities LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Despite our comments about this individual e2 80 99s tendency to keep his emotions to himself, he was very open in discussing some of the difficulties and setbacks he has encountered in his life thus far Moreover, he was able to evaluate his own contribution to problems when they occurred Applicant is very devoted to his seven-year-old son whom he had with his former girlfriend About a year ago, however, he was served with an order of protection by her after he entered her home because there was no response from her by phone when it was time for his scheduled visitation with his son According to the candidate, this was unlike her and he was worried that something may have been wrong; expressed regret about this matter which was quickly resolved between the two of them thereafter No other brushes with law enforcement; denied any illegal drug use in his life OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted Not prone toward prolonged periods of worry or depression, but tends to keep his feelings to himself Will need some prompts and encouragement to talk things out with his fellow officers and supervisors after troubling calls for service Reasonably positive self-image; should be able to roll with the punches when faced with the negativity and resistance encountered in police work Supportive base of family and a rather large number of close and trusted friends Special Training & Orientation Concerns Polite and professional in his demeanor but a bit lacking in warmth and approachability. Will be inoffensive and respectful but could stand to improve upon his ability to build a working rapport with others more quickly. Tends to keep his emotions to himself. Rather serious and businesslike. May need some encouragement to lighten up and laugh at times. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Chavez provided a typed account of his personal and professional background which included essential details and a degree of elaboration when it was necessary. We also administered two other writing samples to Mr. Chavez. In all exercises, this applicant demonstrated average writing ability as he consistently demonstrated the ability to express himself in complete sentences that contained proper grammar, syntax, and punctuation. We expect this fastidious applicant to produce professional and informative reports and documents as a police officer. Overall, we evaluate Mr. Chavez to possess at least average mental ability despite his sub-par scores on our standardized test of cognitive ability cited above. With his first language being Spanish, we have found that individuals who learn English secondarily often struggle with standardized tests. Nevertheless, this individual obtained average to above average grades during high school and college, and he also has demonstrated the ability to obtain licensure as a medic and certification as a BOF. All things considered, this determined applicant has the ability to master the essential information and skills required of a police officer. PART IV Based on our observations and assessment, we evaluate Mr. Chavez to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. Upon graduating from Plainfield Central High School in 2008, Mr. Chavez stated that he had always dreamed of a job in the public safety field, preferably as a police officer. Attributing this desire to his earlier years growing up in a rough neighborhood in Chicago, Mr. Chavez has applied himself to better his skills and qualifications as a public servant. In this regard, Mr. Chavez explained that he became interested in the EMS coursework offered at Joliet Junior College where he was originally a criminal justice major. Reasoning that he could probably catch on more quickly with a fire service career, he went in that direction instead where he gained some valuable street experience as a medic in the south suburbs. However, when he finally obtained a career position with the NW Homer FPD last year, Mr. Chavez lamented that he simply did not like the 24/48 hour schedule and realized that he was not a very good fit for a fire service career after all. From all indications, the relationship between his former girlfriend and mother of his child have stabilized, and he came across as eager and enthusiastic to transition into law enforcement as his career of choice. While he has some developmental needs which we have documented in this report, Mr. Chavez should be able to master essential job functions with the proper training and further experience. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Chavez be given an offer to work as a Police Officer for the Village of Riverdale, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Nicholas Chism Algonquin-Lake in the Hills FPD USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Nicholas Chism Position: Part-Time Firefighter Age: 24 Department: Fire Department Date: October 13, 2017 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed for his appointment at our office Appropriately attired in a business suit and tie Offers a firm handshake Comes across as familiar Quips and intimations of humor give the impression that he can be a wiseacre INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Able to read people and their moods Tries to be accommodating and polite For example, made frequents use of the term, e2 80 9cyes, sir, e2 80 9d when talking to the psychologist Respects those with more experience Open and unlikely to hide his feelings Likes to call attention to himself in a group setting Will enjoy the give-and-take along with the camaraderie at the firehouse PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Claims to want to help people and serve the community On the other hand, a career in the fire service and emergency medicine will likely fuel this individual e2 80 99s exaggerated needs for variety and excitement Specifically, he is a thrill-seeker, as evidenced by his outside interests in riding fast motorcycles, playing shooter videogames, and binge drinking JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: A.A.S. degree in fire science from McHenry Community College in 2015 EMT-B from McHenry Community College in 2012, and again in 2017 after letting his EMT-B license lapse B.O.F. from McHenry Community College in 2014 where he was sponsored by the Huntley Fire Department Exposure to emergencies and trauma limited to his clinical time during his EMT-B training WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Notable length of tenure at his current job with Costco, where he has been gainfully employed since May of 2013 Also spent several years working at a retail clothing chain in West Dundee, Illinois With high needs for variety and excitement, he might show signs of selective motivation towards tasks that are mundane or boring For example, performing certain chores related to cleaning and maintenance might need reminding Admits that he has been disciplined on no less than three separate occasions at Costco for tardiness; in particular, he overslept his shift by at least an hour RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Respects those in positions of authority Only termination came at a job where he was unable to give the number of hours requested by his manager Responds well to leadership by example Wants to feel respected by his superiors He does not want to be publicly reprimanded or be the object of disciplinary actions without sufficient evidence that he is at fault Sensitive to criticism and likely to become defensive when explaining his actions ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: As noted, this individual has had limited exposure to emergencies and trauma, other than during his clinical time in the ER while working towards his EMT-B certification There is no reason to believe that this person will be unable to fulfill this part of the position in question According to the candidate, accidents and injuries are a part of life He himself has had plenty of trips to the ER due to his dangerous and thrill-seeking pursuits as a youngster and an adult LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: As noted above, he is a thrill-seeker Recently, he was involved in a motorcycle accident while riding his e2 80 9ccrotch-rocket e2 80 9d between 80 and 90 miles an hour Admits to at least seven moving violations, mostly for speeding over the posted limit In addition, the candidate consumes alcohol to excess, downing between 10 and 12 drinks at least ten times a year Has recently returned home to live after a falling out with his roommate OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Binge drinking habits are likely to lead to an embarrassing and possibly career-ending DUI High needs for thrill and excitement will make the mundane parts of the job harder to tolerate In his behalf, he has managed his financial affairs responsibly so that he should not have any monetary worries However, as might be expected, all of his hobbies and outlets revolve around adventurous activities like snowboarding and playing shooter games via the Internet Special Training, Orientation & Concerns This individual has certain qualities that will be hard to change or modify While he is immature, outgrowing his high needs for variety and excitement is not realistic PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Firefighters BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, they were very sparse. The candidate e2 80 99s lack of conscientiousness with regard to these materials only further serves to reinforce our concerns about his selective motivation. Paperwork and report writing are not activities that most people enjoy, especially those serving in active public safety roles. On the other hand, being able to complete forms that are accurate and thorough is very important when billing for medical services. Without careful and proper documentation, reimbursement of EMS activities becomes rather difficult. While Mr. Chism did reasonably well on the Wonderlic Basic Skills Test, he fared poorly on the Watson-Glaser Critical Thinking Appraisal Test. This latter score predicts for making quick judgments without taking the time to deliberate. This attribute is characteristic of candidates, like Mr. Chism, who are action-junkies. In his behalf, however, he does have a college degree, and overall, we evaluate Mr. Chism to possess an acceptable level of mental ability as it pertains to the position in question. In sum, he is capable of learning the essential elements of the job. PART IV Based on our observations and assessment, we evaluate Mr. Chism to be a less than acceptable applicant for the position in question. While we realize that the job itself is part-time, we are worried about this individual based on our findings as presented in Parts II and III of this report. Mr. Chism has not demonstrated the kind of maturity and judgment necessary for such a critical public safety position. For example, he drinks to excess and has put himself and others in danger by recklessly riding his high-speed motorcycle. Even the applicant admits that after his most recent motorcycle accident at between 80 and 90 miles per hour, if he hit someone or something, he would not be alive today. Drinking 10 to 12 drinks on multiple occasions each year is also irresponsible. While we admire the applicant e2 80 99s longevity at his past and present places of work, we do not see him as ready for the role. Even with his good work record, he has been reprimanded for tardiness on several occasions. In addition, Mr. Chism allowed his EMT-B license to lapse despite his interest in pursuing a career in fire science and emergency medicine. Therefore, in light of our highly cautious review of this candidate, we would not recommend that Mr. Chism be given an offer to work as a Part-Time Firefighter for the Algonquin-Lake in the Hills FPD. SAL"', 'b"INDIVIDUAL ASSESSMENT Nicholas Chism Village of Skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Nicholas Chism Position: Firefighter Age: 26 Department: Fire Department Date: November 13, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines, even with short notice for his assessment Punctual, arrived 30 minutes early his assessment Well-groomed for his appointment at our office Appropriately attired in a business suit and tie Offers a firm handshake Sought to make a favorable first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Energetic, tends to be rather talkative, but not to the point where he seeks to be the center of attention in a group setting Tries to be accommodating and polite Respects those with more experience in the fire service, but can be critical of coworkers e2 80 93 no matter how experienced e2 80 93 who do not do their jobs properly As such, he is open and unlikely to hide his feelings Will enjoy the give-and-take along with the camaraderie at the firehouse Appreciates the fire service as it provides him with an opportunity to be part of a team PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Has enjoyed helping people and serving the community and he scored quite how on our measures of altruism The applicant is attracted to the opportunity to work with his hands, which is part of the job On the other hand, a career in the fire service and emergency medicine will likely fuel this individual e2 80 99s needs for variety and excitement Earlier in his life, he engaged in thrill-seeking activities, such as riding fast motorcycles and binge drinking At present, however, his priorities are focused and more mature JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: A.A.S. degree in fire science from McHenry Community College in 2015 EMT-B from McHenry Community College in 2012, and again in 2017 after letting his EMT-B license lapse B.O.F. from McHenry Community College in 2014 where he was sponsored by the Huntley Fire Department Earned his paramedic e2 80 99s license just this year from Harper College and Northwest Community Hospital Since April of 2018, this person has been employed as a firefighter/paramedic with the Barrington Countryside Fire Protection District WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Notable length of tenure at Costco, where he was gainfully employed from May of 2013 until August of 2018 Also spent several years working at a retail clothing chain in West Dundee, Illinois Although his time at the Barrington Countryside Fire Protection District has been shorter, he has amassed a fairly decent work record with the exception of one write-up last year for oversleeping his alarm and arriving approximately 15 minutes late for his shift With high needs for variety and excitement, he might show signs of selective motivation towards tasks that are mundane or boring For example, he might need reminding about performing certain chores related to cleaning and maintenance along with repetitious training drills RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Respects those in positions of authority Only termination came at a job where he was unable to give the number of hours requested by his manager Responds well to leadership by example Wants to feel respected by his superiors Does not want to be publicly reprimanded or be the object of disciplinary actions without sufficient evidence that he is at fault Sensitive to criticism and might become defensive when explaining his actions ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: In the year and a half that he has been part of the Barrington Countryside Fire Protection District, his department has afforded him a limited amount of exposure to emergencies and trauma In particular, the Barrington Countryside Fire Protection District runs about 2000 calls a year out of two station locations At the same time, he has witnessed a number of full arrests, most of which resulted in fatalities Has handled some trauma cases, but nothing of major consequence Regardless of his department e2 80 99s low call volume, there is no reason to believe that this person will be unable to fulfill this part of the position in question According to the candidate, accidents and injuries are a part of life With the proper training and some life experience and maturity under his belt we expect this applicant e2 80 99s skills in this area to gradually improve over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Earlier in his life the applicant was a thrill-seeker He was involved in a motorcycle accident several years ago while riding his motorcycle at close to 70 miles per hour on the entrance ramp to a major state highway The applicant lacked maturity in his early adulthood; the above-mentioned accident, plus at least seven moving violations, mostly for speeding over the posted limit, speaks to his need for excitement and immaturity We believe that the motorcycle accident, where he escaped serious injury, helped turn his life around as he realized that the other members of his immediate family would be adversely impacted by his injury or death Came across as open and honest in discussing some of the regrets and disappointments he has had in his life thus far Recently purchased his own townhouse with money he saved for a large down payment, and he is currently living alone OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: High needs for variety and excitement will make the mundane parts of the job harder to tolerate On the other hand, he shows no signs of job burn-out as a member of the fire service and EMS To the candidate e2 80 99s credit, he has curbed his binge drinking habits, realizing that such behavior could lead to an embarrassing and possibly career-ending DUI In his behalf, he has managed his financial affairs responsibly so he should not have any monetary worries Much of his spare time is now devoted to assisting his stepfather with building his small, garage door repair business Special Training, Orientation & Concerns Monitoring of his attitude at the fire station to make sure that he does not show signs of selective motivation, especially when performing routine chores or participating in repetitive training drills PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Chism submitted a Personal History Form that was accurate and provided sufficient detail and information. In addition, Mr. Chism used the proper spelling and grammar. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability, and in particular, Mr. Chism gave a lot of background detail and information while employing appropriate grammar and syntax. The above-reported scores on the Wonderlic Basic Skills Test are heartening and predict positively for the applicant e2 80 99s ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has demonstrated an acceptable amount of emotional intelligence. For example, he has been able to show empathy toward patients and the members of their families, and he has been able to learn and grow from past mistakes. PART IV Based on this person e2 80 99s behavior while a teenager and into his early twenties, we would have been reluctant to appoint him to such a responsible role in the fire service and EMS. In particular, he failed to demonstrate the kind of maturity and judgment necessary for such a critical public safety position. For example, he drank to excess and put himself as well as others in danger by recklessly riding his high-speed motorcycle and speeding in his automobile. The applicant acknowledged that after his motorcycle accident the outcome could have been much worse, and he would not be alive today. The accident occurred the day after his birthday, and when his older sister came to visit him in the hospital, she told him that while the day before was his birthday, the day afterwards could have been his funeral. Realizing that he recklessly placed both his career and his life in jeopardy, Mr. Chism began a long, but steady climb upward to where today he is ready to assume a more responsible role in the fire service and EMS. We admire the applicant e2 80 99s longevity at his past and present places of work, and that does speak to loyalty and longevity for a future employer. Accommodating, polite, and respectful of those individuals with more experience, most people will enjoy having him as part of the team. He has been able to learn from past mistakes and refocus his energy and effort into more productive outlets. This kind of a behavior, along with earning the proper licenses and certifications, is a very good basis for building a successful career as a firefighter/paramedic. Nevertheless, we will defer to the Board of Police and Fire Commissioners for the Village of Skokie to arrive at a final decision on Mr. Chism e2 80 99s suitability for hire with the Skokie Fire Department. SAL"', 'b"INDIVIDUAL ASSESSMENT Lukasz Chodorowski Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Lukasz Chodorowski Position: Police Officer Age: 30 Department: Police Department Date: July 30, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Arrived 90 minutes early for his appointment at our offices Very serious and quiet upon first meeting, but warms up after a while Casually attired for his appointment Projects a serious demeanor Will be perceived as a credible authoritative presence, but he will need to work on his expression and bearing to be seen as an approachable officer INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Will be respectful and polite in his interactions with his fellow officers and likely defer to the more senior members of the department Private and reserved individual Unlikely to establish close bonds of friendship with fellow officers, either on or off the job Even-keeled disposition; shows few signs of emotion and fewer signs of a sense of humor Will be perceived as straightforward and direct; rather matter-of-fact in his dealings with other people When asked about his serious-minded demeanor, the applicant relied that he is about to enter e2 80 9ca serious-minded line of work e2 80 9d PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Values hard work and dedication to one e2 80 99s family; wants to keep people and property safe Seeks to be a reliable and dependable resource for his family and the community In short, he wants to be seen as a role-model Although he does not exude much warmth, he will treat others with respect and equanimity as long as they reciprocate those same qualities Aware of the pressures of the job, to include shiftwork, but has operated under similar conditions in other roles and is not concerned by the challenge JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Some valuable customer service experience as a passenger service assistant for Prospect Airport Services between 2011 and 2013 Also has customer service as well as supervisory experience while spending six months working at a Menards after leaving Prospect Airport Services Hired by the TSA in March of 2014 as a Transportation Security Officer; still currently employed, and has enjoyed his opportunities to provide passenger safety Bachelor e2 80 99s degree in computer information systems from DeVry University (2013) WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Very punctual individual as evidenced by his early arrival for his appointment at our offices Takes pride in his hard work and meeting expectations Readily volunteers for overtime Does not cut corners or skip over procedures, no matter how minor Claims he has been sick only seven days in the five years working for the TSA Overall, rates exceptionally high on our measures of conscientiousness, to include his willingness to follow and obey the rules RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: As noted above, the applicant can be expected to take direction from command staff Takes his job seriously and expects the same from his supervisors and coworkers alike Responds well to a supportive supervisor, who will take his side when justified Appreciates a supervisor who is approachable and willing to listen to his questions and concerns Not surprisingly, he has never been terminated from any previous place of work ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Not overtly compassionate or emotional, but will be considerate and respectful to citizens Stated preference is to follow the rules and maintain integrity Will administer the laws and ordinances of the community in a by-the-book manner Likely to experience difficulty recognizing circumstances and situations which call for flexibility or showing a reasonable degree of leniency This person would benefit from showing a more approachable presence, beginning with learning to smile more frequently LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Came to this country as a teenager and had to adapt quickly to his new surroundings Has exercised mature judgment; highly responsible Reports no arrests, to include no moving violations or traffic tickets The candidate claims that he has tried marijuana only once, at age 23, and never used the substance again Recently married and his wife is expecting Stays with his jobs, respects authority, follows the rules, and makes sure that his integrity is maintained OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Demonstrated resiliency when he immigrated to this country and was forced to learn a new language and make a totally new group of friends The candidate e2 80 99s five years of employment with the TSA is commendable Has a number of healthy outlets to relieve tension and stress For example, he exercises five times a week, maintains and enjoys his home aquarium, and plays video games Appears to have no harmful habits which might impair his ability to perform the job in question; reports consuming alcohol in moderation and only on special occasions Special Training & Orientation Concerns Coaching on projecting a friendlier and more approachable police presence Monitoring his routine citizen interactions to make sure that he demonstrates the proper flexibility and leniency PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Chodorowski provided the appropriate amount of information regarding his personal and professional background on our Personal History Form. This candidate cuts right to the point and did not tend to elaborate much in his written material. Mr. Chodorowski was much more open and willing to divulge information about himself during his face-to-face interview at our offices. Mr. Chodorowski was administered two other writing exercises, and he was generally attentive to using proper grammar and writing mechanics, although at times it was noticeable that he is not a native English speaker. The candidate learned English as a second language, as his family emigrated from Poland to the United States when he was sixteen. That being said, we believe Mr. Chodorowski has a very good grasp on the meaning behind words and actions. It is worth noting that his score on the verbal portion of the Wonderlic Basic Skills Test shown above, is below the recommended level of performance for police officers. Regardless, it is hard to imagine this candidate slacking off or making light of a critical situation, and thus we think he will put forth the necessary effort in order to produce professional and thorough documentation and police reports when vested with those responsibilities. In relation to the position in question, we evaluate Mr. Chodorowski to have slightly above average mental ability along with the determination and will to learn and perform the required duties. PART IV Based on our observations and assessment, we evaluate Mr. Chodorowski to be an acceptable applicant for the position in question. As we noted, the candidate came to this country as a teenager along with his mother. Settling on the northwest side of the City of Chicago and attending Taft High School, Mr. Chodorowski was forced to establish new friendships and master a totally new language. To the candidate e2 80 99s credit, Mr. Chodorowski proved himself to be a very good student in earning above average grades. Although the applicant majored in computer science in college at DeVry University, where he was awarded a bachelor e2 80 99s degree in 2013, he has always set his sights on a career in law enforcement. Toward that end, he has gained valuable job-related experience as a Transportation Security Officer with the TSA at O e2 80 99Hare International Airport in Terminal One. As our report states, Mr. Chodorowski has been a model employee by demonstrating his work ethic, punctuality, and commitment to his job. In sum, he is a dependable person overall. On the other hand, this person e2 80 99s projects a serious demeanor that mitigates his being seen as an approachable police presence. We expect that Mr. Chodorowski will likely administer the Village e2 80 99s laws and ordinances in a by-the-book fashion, showing little leniency or flexibility. These areas should be addressed directly by his FTO e2 80 99s during the applicant e2 80 99s probationary period. Nevertheless, in light of our overall favorable review, we would recommend that Mr. Chodorowski be given an offer to work as a Police Officer for the Village of Schaumburg. SAL"', 'b"INDIVIDUAL ASSESSMENT Salvatore Cirrincione Village of Mount Prospect USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Salvatore Cirrincione Position: Firefighter Age: 32 Department: Fire Department Date: June 13, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in a business suit Despite professional attire, candidate came across as anxious and self-conscious throughout his time at our offices Written work and responses to exercises prior to interview were sloppy and careless; at times incomprehensible Came across as open and engaging; tried to manage his impression as best he could Concerns about this applicant e2 80 99s perceived credibility and preparedness on the part of citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and generally agreeable individual with a strong sense of teamwork and brotherhood At the same time, he has low needs for inclusion and acceptance from others; may be a bit more isolative than he would care to admit Seemed sincere and well-intentioned; polite and respectful Expected to be loyal and supportive of his coworkers, but may not always volunteer to cover shifts or accommodate duty trades PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Scored above average on our measures of altruism During his high school years he reported volunteering to assist other special education students in his classes Applicant has served his country and worked in public safety the majority of his working life Feels good about himself when he is able to make a positive impact on the lives of others Nevertheless, this applicant is primarily drawn to the stability, security, benefits, and schedule associated with a career firefighting position Maintained that he wanted a set e2 80 9cshedual e2 80 9d so he could focus on his many hobbies; overall came across as more preoccupied with his personal needs for comfort and convenience JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Reportedly holds an associate e2 80 99s degree in e2 80 9cgeneral studys e2 80 9d from Harper College which took him nine years to obtain Began a baccalaureate program designed by Southern Illinois University through JJC three years ago, but is no longer currently enrolled Served as an Army Ranger and Advanced Tactical Practitioner (medic) for four years; one four-month deployment to Afghanistan Employed by a e2 80 9cprivet e2 80 9d fire district (Elk Grove Township) from 2015 to 2018; stated he served as an acting officer periodically Currently working part-time at the Wauconda FPD since September of 2018 Certified as an FAE and BOF in 2015; licensed as a paramedic in 2013 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Underachiever with variable self-discipline; will apply himself when it is absolutely necessary Disorganized, unfocused, and careless in his work habits as implied by recent reprimands for forgetting equipment on scene, rolling stop signs in department vehicles, etc. Ironically, candidate views himself as very organized and well-prepared; that does not appear to be the case throughout the course of his academic and professional life Demoted in rank from E-4 to E-1 in the Army toward the end of his enlistment for a DUI charge off-base near Fort Benning, Georgia Was required to take his tactical practitioner course three times before he eventually passed it during his Ranger training Selectively motivated individual, but has very high needs for achievement and advancement Lacks the conscientiousness and focus to obtain the lofty goals he sets for himself RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Respectful and accommodating in his interactions with those in positions of authority Will comply with direct orders and will adhere to departmental policies and guidelines most of the time At the same time, he will require a great deal of oversight and external motivation to complete assigned tasks competently Quick to admit to faults and shortcomings, but does little to correct them or improve himself Seeks a union department in part because he would like representation when he feels he has been treated unfairly ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Appears to have functioned capably in some high-stress situations especially during his four-month tenure in a combat zone in the military Although he reportedly functions as an acting officer with EGTFPD at times, we have concerns about his judgment and decision-making based upon his history and test results Probably functions at his best during emergencies and critical situations; may lack same initiative and motivation with routine calls In addition, this candidate did not strike us as very circumspect prior to taking action; can be rather impulsive Does appear to have a compassionate bedside manner with patients LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very candid and open in reporting regrets and disappointments in his life Acknowledged his own contribution to setbacks and mistakes, but has done little to correct them Married for the past month to a woman he met on-line five years ago; this relationship seems to have provided him with the sense of security and stability he was lacking intermittently over the years Earlier in his life, he was cited for an underage drinking ticket and also had his driving privileges suspended for one year in 2009 for three moving violations in one year We mentioned previously that he was demoted in rank three pay grades in 2013 for driving under the influence while he was still in the military; it is not known if his driving privileges were suspended after that charge Recently purchased his first home one week ago; eager to feel like a stable and responsible citizen once he obtains a career firefighter position OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Insecure individual who appears to have struggled with feelings of inferiority throughout his life Tried to compensate for these dynamics by pursuing careers in the mixed martial arts and special forces training in the military Able to cope with the more traumatic and gruesome aspects of life in the fire service Will struggle with the discipline, expectations, and dedication inherent in a progressive and well-regarded fire department in terms of his productivity and initiative which will bother him Although he seems rather agreeable and gregarious, he is actually rather private; spends most of his free time with his wife and dogs Special Training, Orientation & Concerns This applicant presents numerous concerns and potential difficulties that are not likely to be remedied or improved with training or education as they involve deep-rooted personality characteristics which are not likely to change much over time. As such, we will defer on any specific recommendations or suggestions at this time. The aforementioned reservations and concerns are documented throughout this report. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, this candidate provided a garbled assemblage of facts and responses which were incomplete or difficult to decipher due to his poor writing skills and atrocious spelling and grammar. Overall, this applicant e2 80 99s ability to effectively express himself on paper does not approximate what we would expect for a person with a college degree. Not only will he dislike paperwork and report writing and documentation, this individual will have a great deal of trouble producing professional and informative reports as a firefighter and medic. Overall, we evaluate Mr. Cirrincione to possess average mental ability. This assertion is supported by some of his occupational accomplishments to date and by his scores on our standardized test of cognitive ability cited above. Mr. Cirrincione gave a rather confusing account of his educational background, as he stated that he graduated from Lake Park West High School in 2005 with a 4.00 (5.00 scale) GPA. At the same time, he stated that he was unfocused and did not apply himself which he attributed to an undiagnosed attention deficit disorder which he claims has interfered with his academic odyssey over the past 14 years. He has never received any treatment or medication for this problem, but did mention that he was placed in a special education classroom for part of his high school years. While it was not mentioned by Mr. Cirrincione, he presented some symptomatic features of dyslexia or perhaps another type of language-based learning disability which would require much more extensive testing and diagnosis to determine. As he did several times throughout his interview, Mr. Cirrincione hung his head and stated that he was e2 80 9cimmature, undisciplined, and irresponsible e2 80 9d for long intervals during his attempts to complete a college degree and his military training, attributing his poor academic grades to not applying himself and his reported e2 80 9cattention deficit. e2 80 9d On his behalf, Mr. Cirrincione eventually obtained his associate e2 80 99s degree in e2 80 9cgeneral studys e2 80 9d from Harper College over the course of nine years of trying. Mr. Cirrincione also indicated that he is pursuing his bachelor e2 80 99s degree in emergency management from SIU, but when questioned about his status with that endeavor, he admitted that he has not taken anything other than a couple of introductory courses e2 80 9ca couple of years ago. e2 80 9d In summation, Mr. Cirrincione has already demonstrated his ability to function as a firefighter and paramedic based upon his experiences and basic certifications. We rather doubt that he will apply himself toward the attainment of advanced fire service certifications unless he is under the gun to do so or there is some matter of personal gain in it for him. PART IV Mr. Cirrincione is the youngest of three children who spent his developmental years in Roselle where he attended local public schools. Upon graduating from high school, Mr. Cirrincione maintained that his goal was to become a firefighter after being a member of the Roselle FD Explorers Post for a couple of years. At the same time, his primary interest was to become a professional mixed martial arts fighter. After not faring well his first semester in college, he invested all of his money in order to move to Memphis to receive additional training and experience in MMA, which never materialized because the school closed after a year. Returning home, he struggled to attend classes at Harper College for about four years and eventually dropped out to join the Army where he pursued Special Forces training and completed training as a combat medic with an Army Ranger unit. Since his discharge at the rank of E-2, Mr. Cirrincione began pursuing his academics with a bit more focus and energy toward becoming a civilian fire-medic. Based on our observations and assessment, we evaluate Mr. Cirrincione to be an unacceptable applicant for the position in question as he received unfavorable ratings on most of the key dimensions connected with success as a firefighter and medic. Although he is a rather likable and mild-mannered individual, who has achieved some significant accomplishments in his life, he has also had his share of failures and disappointments which in some ways undermined his achievements. Some examples of these latter experiences are his demotion in rank in the Army, his difficulty getting through advanced individual tactical practitioner training, and his eventual decision to end his tour of duty after four years. The same can be said about his academic endeavors, which have been variable and erratic in terms of focus and application. Coupled with his encompassing focus on obtaining a career position because of the schedule, benefits, and stability he anticipates with a union department, Mr. Cirrincione did not strike us as very dedicated to serving and protecting the community. We believe this erratic individual will be a handful to monitor and supervise even though he may be consistent and reliable in his basic work habits (like showing up on time and performing required job functions after being told to do so). In light of our many concerns and reservations, we would not recommend that Mr. Cirrincione be given an offer to work as a Firefighter for the Village of Mount Prospect, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Ljiljana Clampit Village of Bloomingdale USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Ljiljana Clampit Position: Police Officer Age: 22 Department: Police Department Date: May 31, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed and professionally attired in a suit for her appointment at our office Straightforward, yet easy to engage in conversation Talkative at first, which she attributed to her feeling nervous to be evaluated; she also blushed in the beginning of the evaluation Will likely be seen as approachable as well as credible by members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Listens well; this reliable team player should fit in well with a new department Aware and dependable; assesses situations before reacting to them, including ones that are social in nature Gets along well with coworkers This candidate is likely to contribute to positive team morale and would rather not work with someone who is negative According to her, co-workers would describe her as dedicated, hard working, and empathetic; we believe these descriptions to be true based on our observations PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Comes across as committed and altruistic in her desire to help the public Raised by her parents to value respect and working hard; she takes pride in doing just that and intends to use these qualities to ensure community safety Genuinely wants to improve the safety of the public and looks forward to working within the community Enjoys working in a job that offers variety; appreciates that every day will not be the same JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Earned an associate e2 80 99s degree in criminal justice from the College of DuPage (2017) and a bachelor e2 80 99s degree in criminal justice from Lewis University (2018) Since January of 2019, she has worked as a community service officer at Morton Grove Police Department and as a police assistant for Rolling Meadows Police Department Prior to her current positions, she was a community service officer for the Berkeley Police Department (12/2017 to 5/2019) and a parking enforcement officer for the Forest Park Police Department (6/2018 to 1/2019) Diligently learned the ins and outs of paperwork, procedures, and what will be expected of her as a police officer WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: This hardworking individual will be seen as motivated and helpful in a department; she presently works approximately 60 hours a week Motivated to pursue her goals; she was raised to value working for what she has Not afraid of jumping in and helping when a job needs to get done According to the candidate, it is extremely rare for her to show up late or take sick days Possess the discipline to take time and get a job done well; she does not hesitate to figure things out on her own when it is appropriate to do so RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Proven ability to adapt to a paramilitary setting as a community service officer in multiple departments; her transition to a full-time officer should be relatively easy for her It should be noted that her boyfriend of a year and a half is a police officer; she started dating him when she was a community service officer at Berkeley On that note, immediately after they started dating, she disclosed their relationship status to the chief to ensure her behaviors were aligned with the department e2 80 99s policies Prefers working with a supervisor who leads by example and is respectable No reported history of terminations or disciplinary actions ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Will employ compassion and tact when enforcing rules in the public With the proper training, we believe she will overcome her initial nervousness and be able to respond to emergencies with good judgment and tact She has been able to enforce minor rules in her past and present positions, though she will likely need some assertiveness training to improve in this area We expect this candidate e2 80 99s skills to improve considerably overtime in this dimension as she grows and matures on the job LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Appears more mature than her stated age; from all indications this candidate began assuming responsibility for herself and her actions at an early age She accepts responsibility in an honest and straightforward fashion; it is unlikely that there will be any surprises with this person No history of arrests or experimentation with illegal drugs; she has an allergy to alcohol Reasonable amount of unpaid financial obligations all related to student loans Followed the rules throughout her life; takes pride in being responsible and studious OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: This resilient individual has seen her fair share of stressful situations Her maturity and common sense will serve her well in confronting stress as an officer Family is very important to this candidate; she also gets strong support from her close group of long-term friends and boyfriend, who is a police officer To relax outside of work, this athletic individual engages in ju-jitsu, tap dancing, boxing, and playing with her dog Special Training & Orientation Concerns She will benefit from assertiveness training and learning when to stand her ground and be firm when necessary. This candidate is inexperienced when it comes to police work; she will need some time to acclimate to being a police officer, but we expect her to be a quick study. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, she diligently completed all of the required paperwork. Ms. Clampit filled out her Personal History Form with attention to detail and care. Ms. Clampit was articulate in both written and verbal forms of communication. We also administered two other writing samples, and in all exercises, this applicant demonstrated strong writing ability. Overall, we expect her reports to be professional and adequate, especially when she receives training and understands what is expected in terms of paperwork. As noted above, Ms. Clampit scored well above the recommended competency level on both the verbal and quantitative ability portions on our standardized test. This candidate will be able to rely on her above average intelligence when she is learning to write reports and complete the paperwork necessary for the position in question. Ms. Clampit appears to be very bright; she has always excelled in school and considers herself e2 80 9cstudious. e2 80 9d As a result of her intellectual abilities, she should catch on to the job duties quite fast and be able to perform to the department e2 80 99s standards. PART IV Based on our observations and assessment, we evaluate Ms. Clampit to be an acceptable applicant for the position in question. Ms. Clampit currently resides in Villa Park, Illinois, where she was born and raised. The candidate e2 80 99s mother emigrated from Serbia and instilled values in Ms. Clampit that have encouraged her to work hard and not give up on her goals. Ms. Clampit remembers wanting to pursue a law enforcement career from a very young age. Once this candidate commits to something, she does not quit easily. This likeable individual is not afraid of working hard and is eager to please her superiors in order to learn how to perform the job duties of a police officer to the best of her ability. Ms. Clampit has a strong sense of character and is a caring and altruistic person. At the same time, she may be perceived as a bit nervous upon first meeting her. Her peers and superiors will definitely notice this candidate e2 80 99s steadfast and dependable work habits. Though she is only 22 years old, her wisdom and empathy make her appear older than her actual age. Once she has been properly trained, we anticipate that she will develop into a competent and capable addition to the department. In light of our review, we would recommend that Ms. Clampit be given an offer to work as a Police Officer for the Village of Bloomingdale. ERL/SAL"', 'b"INDIVIDUAL ASSESSMENT Richard Cruise Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Richard Cruise Position: Firefighter Age: 25 Department: Fire Department Date: April 5, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and attired in a suit and tie; professional and respectful presentation Pleasant, down-to-earth, and open in his demeanor; not many pretenses about this individual Came across as honest, straightforward, and mild-mannered Will be able to project an approachable and mature presence as a firefighter and medic INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: A likable and sincere individual, this applicant has a very large number of close and trusted friends At the same time, he is by no means e2 80 9cthe life of the party e2 80 9d; moderately outgoing, considerate, and positive in his interpersonal style Background in competitive sports; stand-up guy and collaborative team player Should not encounter much difficulty forging comfortable and dependable working relationships with his peers and superiors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Scored very high on our measures of altruism Self-esteem enhanced when he is able to make a positive impact on the lives of others Will be respectful and courteous in his interactions with citizens He is also drawn to the camaraderie, teamwork, and mission orientation of a fire service career JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Holds two associate e2 80 99s degrees; one in fire science and the other in emergency medical services; both earned in 2015 Licensed as a paramedic in 2016; several advanced EMS certifications Certified as a BOF in 2018 Applicant has been serving his hometown (Shabbona) volunteer fire department since 2011 Since October of 2017 the applicant has been employed as a contract paramedic with the LaSalle Fire Department; only ambulance duties WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness Serious about his duties and responsibilities Major criticism he has received from previous supervisors is that he may take on e2 80 9ctoo much e2 80 9d at times; humbly reported e2 80 9cI never say no e2 80 9d Reliable, dependable, and energetic in his basic work habits Expected to arrive early and stay late in order to accomplish all that is expected of him and more RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents and extended family members, this applicant was raised with a healthy respect for those in positions of power and authority over him Will be polite, accommodating, and respectful in his interactions with superiors At the same time, he will pose questions when he is uncertain or confused about what is expected of him in terms of procedures and guidelines Follows the rules; will adhere to departmental policies and procedures Open and receptive to constructive criticism; eager to learn ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Calm and even-keeled in his demeanor; exudes a modest sense of self-assurance Over the past eight years in fire service related jobs, this individual has been able to maintain his poise and composure under pressure Well-prepared and reasonably assertive; will take initiative in areas within his range of competence and expertise With continued training and a bit more experience under his belt, we expect this dimension to emerge as a strength for this applicant LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Although he still resides with his parents at the age of 25, this applicant has taken several steps to establish himself as an independent and autonomous adult Consistently employed in some capacity since his early high school years Open and candid about his shortcomings and weaknesses Able to acknowledge his own contribution to setbacks and problems when they occurred Has never had one drop of alcohol in his life; no brushes with law enforcement OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted Not easily rattled, angered, or frustrated Does not experience prolonged periods of worry or depression Optimistic and proactive approach to life and career Large number of close friends and associates; supportive extended family Not expected to encounter difficulty coping with the more traumatic and gruesome aspects of life in the fire service Special Training, Orientation & Concerns This applicant has not spent much time away from his small town, central Illinois roots, but is eager to experience what life and the fire service is like away from his rural surroundings. We do not consider this to be a difficult transition for him, as he is bright, determined, and tends to catch on quickly. Nevertheless, some of his fellow firefighters may find him to be a bit rustic and na c3 afve initially. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Cruise provided a neatly typed account of his personal and professional background which included essential details and a degree of elaboration when it was appropriate. In the other two written exercises he was administered, Mr. Cruise demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Mr. Cruise is fully capable of producing professional and informative reports and documents. Overall, we evaluate Mr. Cruise to possess above average mental ability. This assertion is supported by his grades throughout high school and college, and by his scores on our standardized test of cognitive ability cited above. An above average student at a small rural high school, Mr. Cruise was a three-sport athlete, and he also worked part-time. As part of his high school curriculum, he spent two years at a technical campus taking criminal justice coursework. Due to the suicide of his beloved uncle who served in Iraq and functioned as a police officer, Mr. Cruise abruptly changed his career focus to the fire service with some encouragement to do so from his parents. To date, he has earned two associate e2 80 99s degrees in fire science and EMS respectively. A determined and fairly bright young man, Mr. Cruise is not expected to have difficulty obtaining advanced fire service certifications. PART IV Based on our observations and assessment, we evaluate Mr. Cruise to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a firefighter and medic. During his interview, this applicant came across as enthusiastic and optimistic about connecting with a much larger and well-respected fire department where he feels he will be properly trained and given a fair chance at advancement and specialization when he is deemed ready. Growing up in a rural community, Mr. Cruise was especially impressed with Chief Haigh e2 80 99s orientation address to new applicants in which the Chief emphasized that he e2 80 9cwants to know every firefighter e2 80 99s family, the names of their children, and where they want to go with their careers. e2 80 9d Mr. Cruise stated he was a bit shocked to hear those words, as he had never heard anything like that from any of his Chief officers previously. The family atmosphere, camaraderie, and professionalism of Hanover Park Fire is very appealing to him. On the other hand, there may be another consideration with this applicant involving geography due to the commute he will have to make from Shabbona to Hanover Park if hired. Involved in a committed relationship to an elementary education major at Aurora University, this applicant has no set plans to relocate anytime soon. Although he seemed earnest in stating this travel time would not be problematic for him, that remains to be seen. Nevertheless, our assessment indicates that Mr. Cruise is a friendly, hardworking, and rather ambitious recruit who will fit in well with the personnel at HPFD. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Cruise be given an offer to work as a Firefighter for the Village of Hanover Park. JWB"', 'b"INDIVIDUAL ASSESSMENT Kevin Day Village of Skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kevin Day Position: Firefighter Age: 28 Department: Fire Department Date: June 6, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Exceptionally clean-cut individual with closely cropped hair Appropriately attired in a suit and tie for his appointment at our office The candidate comes as across confident and composed Overall, he will project a professional image as a member of the fire service INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: A quiet person who prefers to let his achievements speak for him While colleagues will see this candidate as serious-minded, overall, he is a genuinely friendly and approachable person Peers will eventually perceive him as pleasant and polite There is a straightforward and sincere quality to the candidate, which will allow him to deal with others in an honest fashion When faced with coworkers who refuse to pull their own weight, he will try to inspire them through leading by his own example of hard work PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: The opportunity to stay physically active is what appeals most to the applicant about having a career in the fire service and emergency medicine For example, he does not want to be confined to an office all day long Appreciates the chance to help people Sees firefighters as serving as role models for the members of the community Seeks a profession that will hold him to a higher standard JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: No formal degree in fire science, yet obtained his EMT-B in 2008 through Christ Advocate Hospital and Moraine Valley Community College During his time at the hospital he witnessed several serious injuries from stabbings to gunshot wounds No practical experience with fire suppression Most his jobs have been hands-on and service-oriented; has worked in maintenance at local college for over four years; prior to that he worked for a golf course WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Lengthy tenure working as a maintenance worker for Governors State University; has been steadily employed there since February of 2015 This individual is hardworking, and he will be quick to demonstrate initiative Likes to have his quality of work and results speak for him At the same time, the candidate has been criticized for not being vocal enough to promote himself or speak up when bothered by something at work RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a strong set of values, to include respect for those in positions of authority Never been arrested Never been terminated or disciplined by any employer Wants to feel respected by his superiors since he is quick to respect them Performs best with clear communication Fairness is important to the applicant as he expects everyone to be held to the same set of high standards ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: We found no evidence indicating that this individual will be able to handle himself in a focused and calm manner when facing emergency situations As stated earlier in our findings, we observed the candidate to be a composed individual Besides his tour in the ER and ride time during his EMT training, his exposure to emergencies and trauma has been limited Once he has completed further training and development in fire suppression and EMS, we believe this candidate will improve in this area with time and experience LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: The youngest of three sons, both he and his siblings were well-behaved and required little disciplining and oversight from their parents Admits to using marijuana a handful of times, with his last usage of the substance being four years ago (around 2015) Married for the last two years; his wife has a responsible job as a capital markets underwriter The couple rent their home and only have a car loan around $25,000 as outstanding debt, as they seem to live comfortably within their means OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: With his relatively calm and composed temperament, this person is unlikely to allow stress and tension to derail him in his career in the fire service In short, this very little that perturbs this person For relief and relaxation, this applicant engages in athletic activities, primarily with his wife, who he initially met while playing tennis Appears to have no harmful habits which would impair his ability to handle the demands of the job Claims his consumption of alcohol is limited to three or four drinks at most over the course of an evening Special Training, Orientation & Concerns Additional training in fire suppression and EMS since, to date, he only has earned his EMT-B PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Day supplied detailed and accurate information regarding his personal and professional history. On our written exercise asking candidates to explain a highlight and setback of their lives, Mr. Day did an excellent job of elaborating on these incidents. We are not surprised by his attention to detail as he is gifted with a solid work ethic. The candidate also rates highly on our measures of conscientiousness, and in particular, his sense of self-discipline along with his willingness to follow the rules. This kind of behavior bodes well for preparing paperwork and reports required by the position in question, especially pertaining to the reimbursement of medical expenses for services rendered by the department. Mr. Day reports having outstanding grades throughout high school and college while also engaged in many extracurricular activities and sports. His scores on the Wonderlic Basic Skills Test administered at our offices confirm what is quite evident by looking through Mr. Day e2 80 99s educational and professional accomplishments. This college graduate should have little, if any, trouble learning and mastering the essential elements of the job in question. Finally, we observed Mr. Day to be both empathetic and compassionate, which predicts positively for interacting with patients during medical emergencies. PART IV Based on our observations and assessment, we evaluate Mr. Day to be an acceptable candidate for the position in question. As our report reads, there is a lot to like about the applicant. Mr. Day claims that he has had an interest in the fire service since high school. However, the applicant admits that his true intention for enrolling in college was to play varsity baseball. Toward that end, he enrolled in a community college in Iowa that was known for its baseball program. The applicant was a three-sport athlete at Plano High School, and he has always excelled in athletics. After earning a degree in general studies through Northern Illinois University in December of 2014, Mr. Day tested for the Aurora Fire Department, realizing that athletics would never be a realistic long-term career for him. After failing to land a job in Aurora, Mr. Day went to work in a variety of jobs. Most recently, he has been performing maintenance work at Governors State University, a role that he enjoys, especially the opportunity to be of service to the faculty and staff at the college. Now, once again, he is focusing on landing a position in the fire service and EMS. We believe that he possesses many of the qualities predictive of success in the role. While his level of preparation is lighter than many applicants, Mr. Day strikes us as a person who do his very best to learn the essential aspects of his job. Given to showing initiative at other places of work, he is likely to place the appropriate attention and focus on all the aspects pertaining to the job, and not only the exciting moments and calls for service. A fairly quiet and composed person by nature, he wants his actions on the job to speak for him as opposed to promoting himself to his peers and superiors in the department. Therefore, in light of our overall favorable review, we would recommend that Mr. Day be given an offer to work as a Firefighter for the Village of Skokie. SAL"', 'b"INDIVIDUAL ASSESSMENT Anthony Di Novo Village of Bolingbrook USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Anthony Di Novo Position: Firefighter Age: 36 Department: Fire Department Date: June 27, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in a business suit; professional and mature presentation Pleasant, respectful, and open in his demeanor, communication style, and body language Well-spoken; articulate and elaborative when necessary Confident, well-prepared, and amiable Will be viewed as a credible and approachable firefighter and medic by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and gregarious person who has been involved with numerous groups and organizations over the years Above average needs for inclusion and acceptance from others Generally agreeable and even-tempered in his interpersonal style Likes to be involved and invested in departmental operations Will strive to earn the respect and trust of his fellow firefighters through his effort and competence on the job PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Genuinely enjoys making an impact on the greater good of society, directly and through his ideas and projects Rates high on our measures of altruism Will be respectful and considerate in his interactions with citizens Also drawn to the variety, activity, and opportunities to develop in order to implement new ideas and strategies Seeking to affiliate with an established and well-respected department where he can feel valued and appreciated (see Part IV) JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned two master e2 80 99s degrees after receiving his bachelor e2 80 99s degree in business administration in 2012 Master e2 80 99s degree in communications in 2012 and master e2 80 99s degree in emergency management and homeland security in 2017 Numerous advanced fire service certifications including Fire Officer II, Instructor II, FAE, and health and safety officer among others Licensed as a paramedic in 2006 Overall, applicant has had over 16 years of experience in the fire service with three different departments Hired as a full-time firefighter for the South Holland Fire Department in 2009 where he remains currently Prior to his entry into the fire service, applicant was employed as a financial and mortgage specialist with two finance companies WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: This individual has very high needs for achievement and advancement Determined, energetic, and persevering individual; has worked hard to obtain the goals and objectives he has set for himself over the years Likes to stay busy and proactive; likely to make good use of his down time by addressing current needs affecting the department Expected to meet or exceed departmental performance standards on a consistent basis RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life, beginning with his parents Respectful and accommodating in his interactions with his superiors Ran into a difficult situation with his current department in which he felt his best intentions and desires to improve himself and the department were not recognized or appreciated At the same time, he has only received two minor disciplinary actions throughout his 16 years in the fire service; one for missing a meeting along with several other shift-mates while attending authorized training and the other for hitting the overhead door button while an ambulance was entering the bay that he did not see Follows the rules; will adhere to departmental policies and procedures Along this line, his frustrations with the SHFD seemed to spill over during the last promotional cycle in which he was accused of not following established protocol during a tactical exercise along with a couple of other promotional candidates; applicant denied and came across as bemused in stating his innocence ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Seasoned veteran who has had to respond to numerous critical situations and emergencies during the course of his career Focused and assertive; decisive individual who will use sound judgment under pressure Engaging and compassionate; will demonstrate a supportive bedside manner with patients May be a bit hesitant to step up and take charge with a new group of shift-mates in a new department; we believe he will pick his spots LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in discussing some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to problems and setbacks when they occurred Able to identify shortcomings and weaknesses and tries to improve himself Married for the past four years to an emergency room nurse; stable marriage No brushes with law enforcement; never tried or experimented with illegal drugs Responsible adult who manages his finances appropriately Not likely to make excuses or blame others when things do not go his way OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-tempered, and relatively well-adjusted individual who has been able to cope adaptively with the more traumatic and gruesome aspects involved in this line of work for the past 16 years Supportive base of family and friends, most of whom have been involved in the fire service over the years Keeps himself in very good physical condition and is involved in a couple of social and charitable groups Can be a bit intense toward his career goals and progression; began taking an anti-anxiety agent prescribed by his physician about a year ago which he states has helped considerably The most frustration and tension this candidate will experience will occur when his contributions are not acknowledged or even considered by his bosses Special Training, Orientation & Concerns Realistic about the prospect of once again being e2 80 9cthe new guy e2 80 9d after 16 years on the job and with several advanced fire service certifications. Realizes he will need to earn the respect and trust of his new coworkers and supervisors. We expect him to do just that through his dedication, competence, and activity level. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Di Novo provided a typed account of his personal and professional background which contained just the basic details about his career and personal life. For example, he listed the South Holland Fire Department as his only place of employment, and he did not cite any of his certifications and other relevant qualifications which we found a bit odd given his extensive experience. In the other writing sample we administered, Mr. Di Novo demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. A conscientious individual overall, Mr. Di Novo knows how to produce professional and informative reports and documentation as a firefighter and medic. Overall, we evaluate Mr. Di Novo to possess above average mental ability. This assertion is supported by his rather remarkable educational and occupational accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. By his own admission, Mr. Di Novo did not apply himself diligently during his high school years at Eisenhower High School in Blue Island. In fact, he entered the work force immediately after graduating and did not start furthering his formal education until about eight years later. After obtaining his bachelor e2 80 99s degree in business administration from Columbia Southern University, he went on to receive his master e2 80 99s degree in communications from Lassell College in 2014, and another master e2 80 99s degree in emergency management and homeland security from Arizona State University in 2017. Coupled with his experience in the fire service and his advanced certifications, this individual has already demonstrated his ability to master the essential information and skills required for the position in question. PART IV It is rather unusual to evaluate lateral hires in the fire service, especially after 10 years with the same department. Mr. Di Novo e2 80 99s case is a bit unusual as he explained (from his perspective) the reasons for his unhappiness with his current department due to organizational confusion, favoritism, politics, and a rather discombobulated promotional assessment for the rank of Lieutenant recently. Mr. Di Novo has very high needs for achievement and competence, and he expressed a degree of pride for extending himself in order to better his qualifications for promotion over the past several years. In our experience, it is a bit rare to find candidates with two master e2 80 99s degrees and a Fire Officer II certification testing for Lieutenant with even much larger departments than South Holland. Due to a procedural snafu during the tactical exercise, a couple of the nine candidates were given permission to use box card by the Deputy Chief and the assessors conducting the exercise. According to Mr. Di Novo, those cards were not even necessary due to the nature of the exercise, but nevertheless the process was beefed and grieved by one or two of the candidates which led to even further confusion with the command staff, Commission, and village attorneys providing mixed reviews and opinions. In the end, Mr. Di Novo and the others who used box cards were given zeros, which essentially knocked them all out of any contention or consideration for promotion. Mr. Di Novo cited other instances in which his attempts to initiate programs or implement new ideas were not even considered by some members of the command staff after being requested by them to research various problem areas. While we are not in a position to evaluate the merits of his claims about the politics and favoritism that he discussed with the SHFD, we believe he is a sincere, hardworking, and highly competent firefighter who takes his duties and responsibilities seriously. Moreover, we did not find him to be a e2 80 9cknow-it-all e2 80 9d who lords his opinions and views over others, as he came across as collaborative and team-oriented. Nevertheless, we would advise a thorough background investigation in order to get a clearer picture of this candidate e2 80 99s departure from the SHFD. Based on our observations and assessment, we evaluate Mr. Di Novo to be an acceptable to strong applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a career firefighter. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Di Novo be given an offer to work as a Firefighter for the Village of Bolingbrook, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Zachary Duffield Village of Woodridge USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Zachary Duffield Position: Police Officer Age: 25 Department: Police Department Date: May 17, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and properly attired for his appointment at our office While he wore a suit and tie, his hair could have been groomed more neatly Appeared apprehensive at first, offering a sweaty palm during his initial handshake with the psychologist Overall, however, he seemed more relaxed and easy to engage in conversation during the interview portion of the assessment process Projects a friendly and approachable manner INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and gregarious disposition; rates very high on our measures of agreeableness Enjoys interacting with people on a daily basis Presently assigned to a downtown beat with the Chicago Police Department, and he has appreciated the chance to answer questions from citizens and tourists on the street Projects a positive and upbeat attitude; will not contribute to low morale within the department Because he is rather extraverted, he admits that it is difficult to work alongside other people who are quiet and do not interact with their peers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Genuine in his desire to want to serve the public and help the community Looks forward to being a police resource officer in a school setting Since many of his early baseball coaches where police officers, he would like to follow in their footsteps and coach on the side after hours Thus far in his limited experience on the street with the Chicago Police Department, he has found handling routine service calls involving ordinary citizens to be rewarding There is also evidence to show that this individual finds the variety and excitement of police work to be very appealing JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Earned a B.A. degree in criminal justice from Benedictine University in May of 2015 Performed a one-month internship with the Kankakee Police Department while in college Spent two years working as both an R.A. (resident assistant) and Head R.A. while attending Benedictine University Served as a surveillance agent at the Hollywood Casino in Joliet, Illinois Spent over a year working for the Department of Homeland Security as a transportation security officer at O e2 80 99Hare International Airport Just successfully completed his academy training with the Chicago Police Department, and has been assigned to the 18th Precinct in downtown Chicago WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness, and in particular, his desire to get ahead and advance in his career; aspires to be promoted into a supervisory role at some point in the future Scored high on our measures of dutifulness, which means that he will follow the rules, and do as he is told Prides himself on his punctuality Maintains a positive attitude and is unlikely to listen to malcontents at the agency RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for those in positions of authority The majority of baseball coaches this candidate had during his youth were also police officers; he looked up to these individuals and respected their authority Has never been terminated from any previous place of work Furthermore, the only disciplinary action taken against him was a warning from his supervisors at the TSA for absenteeism when he was processing to be hired by the Chicago Police Department Responds well to a helpful supervisor who leads by example ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: While working for the Department of Homeland Security as a transportation security officer at O e2 80 99Hare International Airport, he was involved in several enforcement actions In particular, he discovered a number of contraband items in passengers e2 80 99 carry-on luggage Applicant e2 80 99s approach has always been to act courteously and respectfully toward people He tries to remain calm when dealing with confrontation Although certain individuals might believe that this person is e2 80 9ctoo nice e2 80 9d to administer the law, that would be a mistake LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: At age 25, this individual has completed college and is working diligently towards a career in law enforcement Has demonstrated focus in obtaining both the necessary education and experience to become a sworn police officer Has handled his finances responsibly, and he is in the process of paying not only his own student loans, but also the ones that his parents took out in his behalf Has conducted himself appropriately as a youth and young adult by never having been arrested or engaged in the use of illegal drugs OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: From an early age this individual set his sights on becoming a police officer We do not anticipate him leaving the field if offered the position in question Presently seeking to resign his appointment with the Chicago Police Department due to the agency e2 80 99s residency requirement that would make him live with the city e2 80 99s limits Possesses no harmful habits which would impair him from performing his assigned duties For example, he does not consume alcohol of any kind Away from the job, he enjoys relaxing as well as exercising on a regular basis to reduce job related tension and stress Special Training & Orientation Concerns Since he has already successfully completed the police training academy at the Chicago Police Department, it is unlikely that he will require additional police academy training We suggest nothing more than the regular orientation given to all new hires at the agency While he has been alleged to be lenient, we suggest that his FTO e2 80 99s monitor this aspect of his job even though we did not see a lot of evidence to support this claim PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling BELOW AVERAGE BELOW AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Duffield was accurate and provided the appropriate amount of detail and information. We administered two writing samples (one handwritten and the other typed). On all of Mr. Duffield e2 80 99s exercises, this applicant demonstrated acceptable writing ability. As implied about his pre-assessment materials, the candidate was attentive to most details. Moreover, Mr. Duffield wrote in clear, definitive, and complete sentences, while making use of proper grammar and syntax. Even though Mr. Duffield scored below average on the spelling subsection of the Wide Range Achievement Test, we did not detect problems with his spelling in his written materials submitted as part of the assessment process. One of our written exercises was a mock report from an R.A. (Resident Assistant). Having performed this position in college, the candidate did an excellent job with the report. On the other hand, Mr. Duffield did make some assumptions in the case study that were not warranted by the information provided to the candidate. While we do not see him jumping to unwarranted conclusions, the candidate surprised us with his assessment of the situation. Regardless, there is no other evidence uncovered by our assessment which would point to this person embellishing circumstances in any kind of a misleading fashion. Overall, we believe Mr. Duffield possesses the proper thinking skills and mental ability to perform the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Duffield to be an acceptable applicant for the position in question, as he scored acceptably on all of our dimensions related to success in the role. There is a lot to like about this individual. From an early age Mr. Duffield set his mind to becoming a police officer. An outstanding baseball player, who was a member of the varsity baseball teams both in high school and college, the candidate e2 80 99s initial aptitude for the sport was nurtured early in his life by his coaches. Besides his father who coached him at a young age, most of his other youth baseball coaches were police officers. Wanting to emulate them and follow in their footsteps, Mr. Duffield enrolled in criminal justice classes at Benedictine University. In addition to majoring in criminal justice and interning for a brief time with the Kankakee Police Department, Mr. Duffield was also an R.A. in college. This kind of experience is invaluable for learning to resolve differences peaceably, using with one e2 80 99s words. Dealing with everything from noise complaints to more serious incidents, Mr. Duffield handled himself admirably. Finally, he has gained valuable practical experience working in a riverboat casino and at O e2 80 99Hare International Airport with the TSA as well as having just completed the police academy for the Chicago Police Department. Not wanting to live within the City of Chicago, he is leaving his job with the hopes of landing a law enforcement position in a suburban location. Therefore, in light of our overall favorable review, we would recommend that Mr. Duffield be given an offer to work as a Police Officer for the Village of Woodridge. SAL"', 'b"INDIVIDUAL ASSESSMENT Colin Ellison Village of Arlington Heights USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Colin Ellison Position: Firefighter Age: 23 Department: Fire Department Date: December 4, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Punctual, arrived just short of an hour early for his scheduled appointment Clean-cut with closely cropped hair Appropriately attired, dressed in a suit and tie Comes across as energetic to the point of being excitable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Prefers to be involved with people as opposed to working alone Tends to speak quickly and can be rather difficult to understand Eager to be a part of the firehouse, enjoys sitting around the kitchen table and talking If anything, this person has a penchant for talking too much and will probably require cautioning to be a little less social When conferring with his coworkers, this person readily expresses his views and opinions Listening skills might also prove to be a developmental need In short, his fellow firefighters will view him as rather vocal PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates relatively high on our measures of altruism; hence, he possesses an acceptable community service orientation An active Scout earlier in life, attained the rank of Eagle Scout; was committed to helping others from an early age On the other hand, it would be a mistake to underrate his extraordinarily high needs for excitement It is clear that this candidate is most drawn to the adrenaline rush associated with a career in the fire service and EMS In keeping with our impressions about his evolving maturity, the candidate commented that one of the aspects of the job that appeals to him is the chance e2 80 9cto break things e2 80 9d as in smashing through doors and windows at the scene of a fire JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned his EMT-B in 2014 on the Tech Campus of the College of Lake County Received his B.O.F. in 2015 through McHenry Community College A.A.S. degree in fire science from McHenry Community College, which was awarded in 2016 Presently pursuing his bachelor e2 80 99s degree in fire science from Southern Illinois University through classes that are being given on the campus of the College of Lake County Paramedic e2 80 99s license was awarded in 2018 through McHenry Community College Has been employed part-time with fire departments in Spring Grove, Illinois, and McHenry Township For the last three years, he has been employed by the Wauconda Fire Department, and he began his full-time employment there in June of this year Also spent four years with the Wauconda Fire Department e2 80 99s Explorers Program during high school WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: From the candidate e2 80 99s rather lengthy list of training and job-related experience, it is obvious that he is committed to a career in the fire service and EMS While the applicant e2 80 99s excitable and agitated manner might annoy certain more reserved and relaxed individuals in the firehouse, there is an upside to his energetic temperament In particular, he cannot sit still for any sustained period of time, and as a result, he is the kind of firefighter who will eagerly attack chores that need doing around the fire house In addition, the candidate has been complimented by his superior officers in the fire service for his willingness to keep busy and train RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: For such an excitable individual, this person reports no disciplinary actions against him at his past or present places of work in the fire service Offered only positive comments about his past and present supervisors Will be responsive to any supervisor who emphasizes training and skill development Respects smart and experienced fire officers who can teach him new methods and techniques for suppressing fires and treating patients in emergency situations Wants a supervisor who will be sensitive to his needs for variety and excitement, and seek to rotate him more frequently than his fellow firefighters ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Sitting still and focusing have plagued this person throughout his life, especially in the classroom On the other hand, serving as a fire medic has forced him to focus his attention for the well-being of his patients In his own words, the candidate concentrates carefully on the emergency at hand and pushes his emotions aside It is afterwards at the fire station that he will engage in his talkative manner in processing the events from an emergency call While his talkativeness has its obvious downsides, the applicant e2 80 99s willingness to engage lonely and elderly patients in the ambulance has been cited as positive LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Due, perhaps, in part to his excitable nature, this person strikes us as a little immature On the other hand, he is just 23 years of age While it would be easy to dismiss him in many ways based on his excitable disposition, it is worth mentioning that this applicant has attained the rank of Eagle Scout during his days in scouting Furthermore, he has never been arrested He claims no previous use of illegal substances At present, he lives at home and reports no serious relationship in his life OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: As implied by our previous comments about the candidate, he actually possesses a stress-seeking personality Rather than be bothered by excitable situations, this individual is drawn to them Not surprisingly, his ways of relaxing involve high energy activities For example, he plays hours of videogames and also exercises as many as five times a week Also finds playing ice hockey to actually be relaxing Finally, being in the presence of other people, even away from the firehouse is relaxing for him Possesses no potentially harmful habits that would impair his performance on the job Special Training, Orientation & Concerns Caution about his tendency to talk too much and be seen as overly social with his fellow firefighters at the station Listening skills might also require some coaching PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Ellison submitted a Personal History Form that was accurate and contained a significant amount of sufficient detail and information. In addition, this person paid attention to using proper spelling and grammar. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant, once again, demonstrated acceptable writing ability as shown by his appropriate use of grammar and syntax. In addition, the applicant provided the pertinent details to make his case for why each situation was either a highlight or a setback. Despite Mr. Ellison e2 80 99s seemingly distractible temperament, he is quite bright as measured by his solid performance on the Wonderlic Basic Skills Test. All things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate exhibits appropriate emotional intelligence based on the way he discussed reassuring elderly and lonely patients while he accompanies them in the ambulance. PART IV Based on our observations and assessment, we evaluate Mr. Ellison to be an acceptable applicant for the position in question. Mr. Ellison brims with energy as evidenced by our comments about this candidate. As a result, his excitable temperament has both advantages and disadvantages. On the positive side of the ledger, this person likes to keep active and busy, which will mean that Mr. Ellison will be readily and eagerly invested in training during downtime at the fire station. In addition, like most active and energetic individuals, Mr. Ellison will take the initiative to do his chores and handle the many maintenance and housekeeping duties that are required around the firehouse. Moreover, even though he is excitable, during crises and emergencies, the applicant is able to narrow his focus and concentration. On the other hand, Mr. Ellison likes to talk, and his verbose manner might annoy those firefighter/paramedics who are looking for peace and quiet during downtime. In general, hyperactive people are hard to tolerate in the eyes of certain people. Nonetheless, this person has prepared himself well for a career in the fire service and EMS. In sum, the candidate is committed to his chosen profession and has proven that he can perform the job. Therefore, in light of our overall review, we would recommend that Mr. Ellison be given an offer to work as a Firefighter for the Village of Arlington Heights. SAL"', 'b"INDIVIDUAL ASSESSMENT Joseph Ferrici Village of Matteson USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Joseph Ferrici Position: Firefighter Age: 25 Department: Fire Department Date: November 12, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Responsive to all forms of communications used for the assessment process Punctual, arrived 30 minutes early for his appointment at our office Tall, clean-cut individual with closely-cropped hair Professionally attired in a suit and tie for his appointment at our office Should be viewed as a mature and approachable public servant by citizens on first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Articulate with his words; able to express himself clearly Positive and energetic temperament Friendly and polite manner; will be seen as good-natured Respectful of other people; will defer to the more senior and experienced fire officers in the department Upbeat and personable attitude; will not contribute to bad morale in the department Possesses a good sense of humor; more likely to appreciate humor than initiate it Has a history as a team player through organized sports and looks forward to the camaraderie associated with the fire service PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Genuinely interested in helping people Rates exceptionally high on our measures of altruism Intrigued by the medical component of the job; majored in exercise science in college Looks forward to the physical aspects of the job; does not want to sit behind a desk for a living Rates rather high on our measures of excitement-seeking In his own words, this person is seeking a line of work where he can directly impact individuals on a daily basis and do it while being a part of a close knit team. JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: As noted above, he earned a B.S. degree in exercise science during 2016 from Aquinas College in Grand Rapids, Michigan EMT-B from Triton College in 2018 Currently enrolled in paramedic school at Lutheran General Hospital with classes given at Oakton Community College Since April of this year, he has been employed as an EMT-B with Medical Express Ambulance Service WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Hardworking and achievement-oriented; strives to be the best Has a strong competitive drive, which fuels his desire to excel at whatever he undertakes Prides himself on his punctuality; as noted above he likes to show up early Wants to be well-organized; will prepare properly for tasks and assignments Hard on himself and likely to show frustration when making a mistake In his behalf, he tries to get ahead of the learning curve when he knows that he will be encountering a difficult topic; gave a good example related to mastering the cardiology piece during paramedic training RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for those in positions of authority Had favorable encounters with prior coaches and bosses Prefers a supervisor who is straightforward and direct Hence, the applicant appreciates frank feedback since it is important to him to know where he stands with his superiors ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: To date, the applicant has primarily been responsible for patient transport while working at Medical Express Ambulance Service On the other hand, he reports at least ten Priority One calls While he has not dealt with any fatalities, he has transported patients to hospice facilities and felt moved by the fact that these patients were on their last journey When required to step-up and show initiative, we have no doubt the applicant will respond to the occasion With the proper training and some life experience and maturity under his belt we expect this applicant e2 80 99s skills in this area to gradually improve over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy set of values centering on showing respect for others and working hard to achieve goals and dreams Has behaved responsibly and exercised sound judgment and common sense For example, he has never been arrested and reports never using any kind of illegal substances Takes accountability for his actions Unlikely to make excuses for his mistakes Although residing at home with his parents, he is in a committed relationship with a young woman he met after graduating from college OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Committed to a career in the fire service and is currently taking steps to become a full-time firefighter/paramedic Has a solid support network of family and friends The applicant e2 80 99s abovementioned girlfriend is a nurse, who will be able to share with him and support him when he discusses his difficult medical calls Has no harmful habits that might impair his ability to perform his job For example, he drinks only on occasion and consumes a minimal amount of alcohol Relieves tension and stress by exercising as well as by watching sports In the past, he has given his time to coach basketball at his high school in Niles, Illinois Special Training, Orientation & Concerns Frank feedback on his performance and areas where he could stand improvement Encouragement on his part to be more patient with his mistakes during the learning process PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Ferrici submitted a Personal History Form that was accurate and contained a sufficient amount of information and detail. Mr. Ferrici also paid close attention to using the proper spelling and grammar on this same form. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated more than acceptable writing ability. In particular, Mr. Ferrici provided a great deal of information and detail, while also using the appropriate grammar and syntax. As noted above, Mr. Ferrici scored particularly well on the verbal abilities portion of the Wonderlic Basic Skills Test. All things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe that the candidate demonstrates excellent emotional intelligence as evidenced by his ability to empathize with patients and their families. PART IV Based on our observations and assessment, we evaluate Mr. Ferrici to be an acceptable applicant for the position in question. There is a lot to like about this particular person as evidenced by our positive comments in this report. While he probably harbored thoughts of continuing his athletic career, perhaps, as a high school coach after playing college basketball, he instead went into sales. The fact that sales, like organized sports, is competitive and has well-defined goals and objectives made the candidate e2 80 99s career selection seemingly a good one. Moreover, Mr. Ferrici also earned a second B.S. degree from Aquinas College in business administration. Working in sales, however, did not prove to be terribly rewarding for Mr. Ferrici. It was at that time, he turned his attention toward a career in the fire service and EMS. With his second B.S. degree in exercise science, the applicant had a natural affinity for medically related issues and concerns. Last year he received his EMT-B, and since April of this year, he has been employed by a private ambulance service, Medical Express Ambulance Service. We believe that this applicant possesses the proper aptitudes and talents to be a success in the fire service and EMS. In sum, the candidate is conscientious and a team player, who has demonstrated both skills previously during his life. Therefore, in light of our overall, favorable review, we would recommend that Mr. Ferrici be given an offer to work as a Firefighter for the Village of Matteson. SAL"', 'b"INDIVIDUAL ASSESSMENT Matthew Finnander Village of Skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Matthew Finnander Position: Firefighter Age: 24 Department: Fire Department Date: June 3, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Tall, athletically-built individual who was a standout athlete in high school and still exercises regularly to stay in top phyical condition Clean-cut and well-groomed for his appointment at our office Professionally attired in a business suit along with a white shirt and tie Friendly and easy to engage in conversation Will be perceived by the public as approachable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: As might be surmsied from his past history in team sports, this person enjoys being part of a group with a common goal Has been identified as a leader amongst his peers for his work ethic as well as his ability to interact easily with other people Possesses a positive attitude, which will be good for departmental morale Pleasant and personable disposition Cites the brotherhood of the fire service as one of his primary attractions to the position in question PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Drawn to the job because of its opportunity to serve the community and produce a positive impact on the lives of others Appreciates the oportunity to be seen in a favaorable light by the members of the community At the same time, the variety afforded by the job is also appealing to this applicant With family members in the fire service, he understands the sacrifices that will be placed on his personal life and redaily accepts the challenge JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: B.S. degree in kinesiology from the University of Illinois at Urbana-Champaign in 2017 EMT-B in 2015 from Oakton Community College and St. Francis Hospital in Evanston Paramedic e2 80 99s license in 2019 from Lutheran General Hospital in conjunction with Oakton Community College B.O.F. in 2017 through NIPSTA in Glenview, Illinois Since January of 2018, he has been a part-time fire medic with both the Bloomingdale Fire Protection District and the Lake Forest Fire Department WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Longest period of employment was almost four years during college at the U of I, where he helped manage a bar and supervised 150 employees Advances in responsibility at work, and as mentioned previously in this report, he generally assumes leadership roles Rates high on our measures of conscientiousness, and in particular, his need for achievement along with his willingness to follow the rules Unlikely to procrastinate; takes the initiative without being asked RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to respect those in positions of authority Responds well to a personable and approachable leader, who sees employees as individuals and manages in a fair fashion At the same time, he respects a leader who can assert his or her authority and draw a line between work and play Prefers honesty from his superiors in terms of frank feedback on his job performance No history of terminations or disciplinary actions taken against him ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Acknowledges that he lacks significant experience as a fire medic Most of the trauma that he both witnessed and assisted in treating occurred during his paramedic training at Lutheran General Hospital In this capacity he has viewed fatalities and serious injuries from accidents States that his perspective differs when treating injuries and trauma as opposed to just e2 80 9ccoming upon e2 80 9d the scene of an accident as an innocent bystander When on duty, the applicant allows his training to take over LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: This person is not prone to making excuses for his mistakes Instead, he will hold himself accountable for his actions Has acted responsibly in his life, having no arrests and not even a single traffic violation Claims his use of illegal drugs is confined to the less than five times when he smoked marijuana; last usage was in college Lives at home with his parents; in a relationship with a young woman he met in college who is currently teaching in the inner city of Chicago OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Evidence indicates that this individual sticks with things that he starts, and as a result, he is unlikely to leave his job prematurely As implied above, the applicant enjoys a strong support system of friends and family Mentioned that his fellow firefighter/paramedics in both Bloomingdale and Lake Forest are more than willing to discuss difficult calls with him and others back at the fire station As a former athlete, exercise is important to this person; he works out on a regular basis as many as six times a week Consumes alcohol in moderation; appears to possess no bad habits which would impair his ability to perform his job Special Training, Orientation & Concerns Clear and explicit guidance on what will be expected of his performance in order to succeed at his job Additional coaching and experience in order to expose him to the different challenges that he will be facing as a firefighter/paramedic PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials on-line as part of our assessment, Mr. Finnander took his time to provide accurate and detailed information on his Personal History Form. We also administered to Mr. Finnander a written exercise citing both a highlight and setback thus far in his life. This exercise as well was completed in a detailed manner. Mr. Finnander expresses himself very well in writing, and as a result, he should not encounter any trouble preparing documentation directed at seeking reimbursement for medical services and expenses. The above-reported test results by Mr. Finnander on the Wonderlic Basic Skills Test are rather reassuring. We predict, for example, that this person will grasp new information and material quickly. Beyond his measured mental ability, we observed this applicant to be empathetic towards those in need of help and assistance. Mr. Finnander is able to read social cues, as he is able to gain favor with his peers and often rises to positions of leadership among the members of this group. Overall, we evaluate Mr. Finnander to possess the proper thinking skills as they pertain to learning and mastering of the essential elements of the job on question. PART IV Based on our observations and assessment, we evaluate Mr. Finnander to be an acceptable applicant for the position in question. There is clearly a lot to like about this candidate who registered either strong or acceptable ratings on all of the dimensions related to success in the fire service and EMS. Half-jokingly, the candidate claims that when he was in the first grade, he rode on a fire truck with the Des Plaines Fire Department. While he remembers the experience fondly, it was through an uncle who was a member of the Lake Forest Fire Department that he learned about the job and decided to pursue a similar line of work. Even before the candidate competed college at the University of Illinois at Urbana-Champaign, he managed to earn his EMT-B. Throughout his life Mr. Finnander has been a standout athlete, who was the captain of both the varsity football team and the varsity basketball team at Maine West High School in Des Plaines, where he was raised. The experience taught the applicant to appreciate the value of teamwork, Mr. Finnander and finds the fire service and EMS as providing ample opportunity to work alongside others. We have made mention several times in our report that Mr. Finnander is a leader, and as a result, we anticipate this candidate will eventually rise to occasion and ascend in rank in his fire service career. All things considered this applicant will be an asset to whichever community hires him. Therefore, in light of our highly favorable review, we would recommend that Mr. Finnander be given an offer to work as a Firefighter for the Village of Skokie. SAL"', 'b"INDIVIDUAL ASSESSMENT Kyle Fiordaliso Bartlett Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kyle Fiordaliso Position: Firefighter Age: 28 Department: Fire Department Date: January 3, 2020 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Responsive to all forms of communications used for the assessment, including email and texts Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Punctual, arrived 45 minutes early for his scheduled appointment at our office Well-groomed and dressed professionally in a suit and tie INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: High energy, likes to talk Outgoing and extraverted personality Possesses a strong preference for working as part of a team Looks forward to the camaraderie connected with life in the firehouse Open and honest with his views and opinions With a father who spent his career in the fire service, it would not be unusual for the candidate to tell his fellow firefighter/paramedics how best to perform their jobs PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Cites helping others as his number one attraction to a career in the fire service and EMS As mentioned above, the camaraderie of the fire service is also very appealing to the applicant On the other hand, this person possesses exceptionally high needs for excitement, which predicts for wanting a great deal of variety and activity in his job In his own words, the candidate is seeking stability, purpose, and meaning in a job where he can provide a service JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: A.A.S. in fire science along with his B.O.F. from Harper College, earned in 2015 EMT-B, also in 2015, from Northwest Community Hospital along with Harper College Paramedic e2 80 99s license in 2018 from the College of Lake County and Condell Medical Center Three and a half years of practical, hands-on experience between the Bensenville Fire Protection District and the Elk Grove Township Fire Department WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: At present this person is employed at the two above-mentioned fire departments working for a total of 72 hours a week Rates high on our measures of conscientiousness Has high needs for achievement, will seek to get promoted when the opportunity arises At the same time, he admits that he can become task-focused to the point of losing track of managing his time properly RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Terminated ten years ago for taking money from his employer Has had a clean record since then with no reported terminations or disciplinary actions taken against him at any of his places of work Responds well to leadership that emphasizes training opportunities Also prefers leadership that helps him achieve his career goals and objectives Wants to feel respected by his superiors ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Experienced fire medic who has dealt with a wide range of emergencies and trauma Tries to do all that he can on the scene of an emergency; lets his training take over Admits, however, that he has been accused of sounding bossy when working on the ambulance More specifically, the candidate likes to take charge even when it is not his role to be the lead paramedic LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Takes responsibility for his actions and mistakes Sounded extremely remorseful about the decision ten years ago that led to his job dismissal for theft Has adopted a new mantra that he lives his life by: e2 80 9cdon e2 80 99t lie, don e2 80 99t cheat, don e2 80 99t steal e2 80 9d Also, ten years ago was the last time that he used illegal drugs by smoking marijuana Regardless, reports never having been arrested at any point in his life Presently engaged and renting a home with his fianc c3 a9, owned by the latter e2 80 99s parents OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Committed to the fire service and unlikely to leave for another line of work Has few bad habits or distractions which would impair his ability to perform his job Drinks in moderation, consuming no more than two to three alcoholic beverages during an evening with friends or family Has a manageable about of debt with a small student loan and a reasonable car payment Exercises regularly as his way of reducing tension and stress Engages in a number of outdoor activities to include bike riding, snowboarding, boating, and camping Special Training, Orientation & Concerns Caution about wanting to take charge on the ambulance when it is not his assigned role With a long history in the fire service, he might be perceived by his fellow firefighters as a bit of a know-it-all; hence, a word of warning about this tendency might be warranted Monitoring of his time when completing tasks to make sure that he does not overcommit to any one single task or assignment PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Fiordaliso submitted a Personal History Form that was accurate and contained a sufficient amount of information and detail. Mr. Fiordaliso also used proper spelling and grammar on his Personal History Form. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant outlined his response by the numbers, but in Mr. Fiordaliso e2 80 99s defense, he demonstrated acceptable writing ability with the appropriate grammar and syntax. On the other hand, he could have done a better job of providing pertinent details. The scores registered by Mr. Fiordaliso on the Wonderlic Basic Skills Test are reassuring. As can be seen above, the applicant performed well, exceeding the suggested level of performance for the role of a firefighter. Therefore, all things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Fiordaliso to be an acceptable applicant for the position in question. As implied in Part II of this report, Mr. Fiordaliso was literally raised around the fire service. Mr. Fiordaliso e2 80 99s father was a member of the Elk Grove Township Fire Department, a place where the candidate is currently employed. According to the candidate, he was exposed to the closeness of the firehouse along with all of the equipment, which any youngster would find interesting and exciting. After graduating from Buffalo Grove High School in 2010, Mr. Fiordaliso held a number of entry level jobs from restaurant server to laborer. At the same time, the applicant was attending community college to pursue his fire science degree. Mr. Fiordaliso also earned the necessary credentials to work as a firefighter/paramedic. Not only does this person possess the proper training and credentials to perform the job, but he gained valuable practical experience as a firefighter/paramedic with two well-regarded Chicago area fire departments. Experienced in handling emergencies and trauma as well as committed to training in order to improve his firefighting and EMS skills, we see him as an asset to any department. If he has a shortcoming of sorts, this individual knows a lot about the fire service and EMS, and he will not be shy about sharing that information with his fellow firefighter/paramedics. This has not always been appreciated as it can cause the candidate to come across as a know-it-all. Nevertheless, in light of our overall favorable review, we would recommend that Mr. Fiordaliso be given an offer to work as a Firefighter for the Bartlett Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Christopher Florine Village of Hoffman Estates USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Christopher Florine Position: Police Officer Age: 24 Department: Police Department Date: December 10, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a suit and tie; professional and friendly presentation Maintained good eye contact and receptive body language Open and straightforward in the way he expressed himself; confident and pleasant Persuasive and convincing, but does not project much impact Will be viewed as an approachable and credible officer, but will need to develop more of a command presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and gregarious; enjoys being around a wide variety of people Average needs for inclusion and acceptance from others Collaborative and cooperative; should prove to be a dependable team player Generally even-tempered and agreeable Will be courteous and considerate in his interactions with fellow officers and supervisors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates above average on our measures of altruism Feels good about himself when he is able to provide meaningful assistance to others During his college years as a member of a social fraternity this individual participated in Habitat for Humanity, Relay for Life, and other volunteer and charitable activities Also drawn to the variety, activity, and mental and physical challenges of police work Most importantly, this applicant e2 80 99s customer service skills are strong; will be professional and polite in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in finance from Illinois State University in 2017 For the past year, he has been employed as an operations coordinator for a trucking company In that capacity some multi-tasking skills are necessary; all of his interactions with internal and external customers are done via computer or phone His father is a retired firefighter and many extended family members are police officers, yet this candidate has had no exposure to police operations; not even a ride-along No criminal justice coursework Has not been in a position which he has had to enforce rules or maintain order WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Focused, determined, and hardworking Above average needs for achievement and competence Possesses the perseverance and motivation to obtain most of the goals he sets for himself Rates high on our measures of conscientiousness; serious about his duties and responsibilities Will strive to meet or exceed departmental performance standards on a consistent basis without calling much attention to himself RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in his life beginning with his parents and extended family members Respectful and accommodating in his interactions with his superiors Compliant and organized individual; will follow orders and directives without complaint Follows the rules; will adhere to departmental policies and procedures Open-minded and receptive to constructive criticism; can be rather hard on himself after mistake ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident and socially adept, but does not come on strong Youthful appearance and mild-mannered way of expressing himself diminishes an authoritative bearing At the same time, he is gently assertive and will tactfully hold the line when his authority or decisions are challenged Expected to be fair and firm in his enforcement of laws and ordinances Above average critical thinking skills; should fare will with discretionary matters and novel situations on the job With the proper training and some experience under his belt we anticipate that this candidate e2 80 99s skills will consistently improve in this area over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far Came across as an honest and straightforward person who was able to acknowledge his own contribution to problems and setbacks in his life No brushes with law enforcement; has never tried any illegal or illicit drugs Although he worked part-time throughout his college years, his parents paid for his entire college education; no significant debt At the same time he still resides with them, and has just begun to take the necessary steps to establish himself as an independent and emancipated adult OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily angered or frustrated Test results indicate he is not prone toward prolonged periods of worry or depression Supportive base of family and many close friends and associates Keeps himself in fairly good physical condition; enjoys fitness, sports, concerts, and working on cars as means to relax and blow off steam when necessary As noted previously, this individual can be rather hard on himself after mistakes, but will try to learn from them Not much experience or exposure to the negativity and traumatic situations he will encounter as a police officer Yet, he has a positive self-image and will rely on the support and guidance of his superiors and coworkers (as well as his extended family members in the public safety field) if he becomes troubled on the job Special Training & Orientation Concerns Very inexperienced and e2 80 9cgreen e2 80 9d candidate whose information and knowledge about police work comes primarily from extended family members. Should not encounter difficulty at the academy. However, when the rubber hits the road during his field training and probationary period, we anticipate that Mr. Florine will adapt appropriately to the routine stresses and challenges of the job. Mild-mannered and confident, but will need to ramp up a sense of authoritative presence in certain situations. We believe this will evolve over time with the proper training. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Florine provided a neatly typed account of his personal and professional life which included essential details and a degree of elaboration at times. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated above average writing ability, as he consistently expressed himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. This literate and fairly bright applicant has the ability to produce professional and informative reports and documentation as a police officer. Overall, we evaluate Mr. Florine to possess above average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. Graduating with honors from Notre Dame High School in 2013, Mr. Florine spent most of his time away from his studies working part-time. Originally, this applicant wanted to become an athletic trainer, and spent one semester at the University of Iowa, but found the subject matter and curriculum not quite what he expected it to be. As a result, he returned home and decided on a business career and went on to obtain his bachelor e2 80 99s degree in finance from Illinois State in 2017. Throughout his college career, Mr. Florine e2 80 99s grades were above average. All things considered, this applicant has the capacity to master the essential information and skills required to become a police officer. PART IV The elder of two children, Mr. Florine grew up on Chicago e2 80 99s north side as his father was employed as a Chicago Firefighter throughout his developmental years. In addition, this applicant reportedly has several other family members employed as police officers, stating that he grew up hearing their stories about the rewards and gratification of community service work. Although he thought about a career in business, this active and energetic candidate simply realized that he it was hard for him to be confined to a desk and computer monitor all day, and that the desire to serve a greater purpose other than making money was more important to him. He has been applying for selected police officer positions for the past year, and reportedly just received word that he is being sent forward by CPD for his psychological assessment. Overall, Mr. Florine came across as enthusiastic, motivated, and confident that he is making the right choice in his career direction, and we believe he will put forth his best efforts during his training and education as a police officer. Based on our observations and assessment, we evaluate Mr. Florine to be an acceptable applicant for the position in question, as he received favorable ratings on all but one of the key dimensions connected with success as a police officer. Despite his lack of relevant experience and formal education in criminal justice studies, Mr. Florine is a stable, grounded, and level-headed applicant who seems to possess a realistic perception of what life may be like for him as a police officer. From our perspective, this individual has a number of positive attributes predictive of success in police work, as we anticipate that he will grow and develop along with the job. He is bright, motivated, positive, conscientious, and should prove to be a pleasure to coach and supervise. With that being said, we would recommend that Mr. Florine be extended an offer of employment to serve as a Police Officer with the Hoffman Estates Police Department. JWB"', 'b"INDIVIDUAL ASSESSMENT Melvin Frausto City of Chicago Heights USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Melvin Frausto Position: Police Officer Age: 33 Department: Police Department Date: April 25, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Nicely groomed for his appointment at our office; beard was neatly trimmed Appropriately attired in a suit and tie Projects an energetic and friendly image; easy to engage in conversation More likely to be seen as approachable, yet, he will also be able to project an air of authority during interactions with the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Pleasant and polite disposition Prefers to be involved in social situations and when he is surrounded with coworkers and friends Considerate and respectful individual who will defer to the more seasoned and experienced officers in the department Positive attitude and outlook; unlikely to align with any malcontents at the agency Seeks to motivate and encourage coworkers who lack motivation to perform their jobs PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Spent eight years working in the fire service and emergency medicine Enjoyed serving the public and being helpful to people in need Sees law enforcement as the best opportunity to be a first responder Part of his inspiration to become a police officer is to prevent situations such as his own; his older brother is currently incarcerated for drugs offenses and domestic battery JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Has many of the certifications necessary to work in the fire service and EMS, such as his EMT-B and Firefighter II Presently claims to be one class short of gaining certification in homeland security from Moraine Valley College Employed as a firefighter/EMT for Blue Island Fire Department between 2012 and 2015, and spent one year working for Securitas as an EMT from 2015 to 2016 Has worked as the security lead for Uptake Technologies since August of 2016 Starts a new job as a security supervisor for Whelan Security on May 1st, 2019 Also mentioned working in loss prevention for three years at a Best Buy location WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: First generation American, this individual was raised by hardworking parents, who both were employed in box factories Seen as a dedicated and loyal employee Takes the initiative and not afraid to perform the unpleasant tasks Rarely tardy for work and claims to almost never be sick Headstrong and somewhat prideful, this person is often reluctant to request help when he is feeling overwhelmed by a task RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Reports never having been terminated or disciplined at any previous place of work Respects those in positions of authority, another value stressed in his family of origin Responds favorably to a hands-on supervisor who rolls up their sleeves and leads by example Requires honest and frank feedback on his job performance from his superiors; also would enjoy them being personable and approachable ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Will demonstrate tact and respect for the citizens of the community Fully bilingual; will be able to utilize this beneficial skill when helping Spanish-speaking members of the community In his corporate security jobs, he has dealt with vagrants and had to escort terminated employees off the property; claims not to have faced any notably e2 80 9cugly e2 80 9d situations Not inclined to abuse his authority or create a possible officer safety hazard Will exhibit good judgment and common sense when handling enforcement matters LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Admitted to smoking marijuana at least 50 times, and using cocaine and ecstasy twice, but his reported last usage of any of these substances was at age 16 or 17 Open and honest in describing some of his regrets and disappointments in his life; we believe his experimental days will stay behind him Stated that although he sometimes drinks alcohol, he uses common sense and limits his consumption if he is to be operating a motor vehicle Expected to take responsibility for his actions; not likely to make excuses or blame others when things go wrong Still resides at home at 33 years old; reports no significant other in his life at this time Paid for his recent college education out of pocket; needed no student loans OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Focused and tough-minded when it comes to getting the job done, he will likely adjust to municipal police work in a paramilitary setting Has overcome hardships in his personal life with a fair amount of composure; including stepping up to obtain his G.E.D. after failing to graduate high school, and handling the impact of his older brother e2 80 99s incarceration Has a supportive group of friends from his youth growing up in Blue Island, Illinois Relies heavily on regular exercise to relieve tension and stress; lifts weights, and runs three to five miles up to five times a week Special Training & Orientation Concerns Honest and straightforward feedback on his job performance PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Frausto took his time to provide an accurate and complete account of his personal and professional background. We also administered two other writing samples (both of which were typed). On each of his exercises, this applicant demonstrated acceptable writing ability, as he was attentive to the important details. Mr. Frausto also wrote in clear, definitive, and complete sentences, while making effective use of proper grammar and syntax. As a result, we believe that he will be able to handle the paperwork and report writing required by the position in question. Based on Mr. Frausto e2 80 99s performance on both subsections of the Wonderlic Basic Skills Test, he appears to be quite bright. Although the candidate faltered during high school and was unable to graduate with his class, he obtained his G.E.D. in 2004, and we believe he has utilized his skills effectively over the years in both his personal and professional life. According to the candidate, he expects to receive his A.A.S. in fire service operations from Moraine Valley Community College in June of 2019. He also lists anticipating the receipt of his Homeland Security certification from that same institution, also this coming summer. Throughout his assessment at our offices, we observed Mr. Frausto to have sensitivity to other people and their plights. Able to empathize with those in need of assistance, we believe this applicant has the combined cognitive abilities needed to effectively learn and apply the necessary duties and responsibilities of the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Frausto to be an acceptable applicant for the position in question. The candidate was raised in Blue Island, Illinois, as the youngest of three siblings by thirteen years. Mr. Frausto e2 80 99s older sister has been successful in her endeavors, but unfortunately, he watched his older brother struggle with gangs and drugs over the years. During his assessment, Mr. Frausto stated his hope and intent to help others prevent themselves from following such a self-destructive path. That being said, this candidate e2 80 99s career has not necessarily been a linear one, yet has maintained his commitment to public service. For the first eight years of his career, Mr. Frausto was employed as a firefighter/EMT with the Blue Island Fire Department. It took Mr. Frausto three tries to pass the tests required for his EMT-B certification, and we got the sense that the demand for continuous testing in the fire service and emergency medicine might have been a factor steering him toward law enforcement. His motivation for making the change strikes us as genuine, as it is based on his focus to improve communities and help their members. Both fire service and law enforcement careers can be fast-paced and keep people on the move. Mr. Frausto does not want to sit behind a desk all day long. Gifted with both a solid work ethic and the kind of disposition that will show respect for his fellow officers and the public-at-large, we think that he will be an asset to the department over time. Therefore, in light of our overall positive review, we would recommend that Mr. Frausto be given an offer to work as a Police Officer for the City of Chicago Heights. SAL"', 'b"INDIVIDUAL ASSESSMENT Patrick Fuhs Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for several years. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Patrick Fuhs Position: Firefighter Age: 25 Department: Fire Department Date: September 8, 2016 School Degree Year Graduated GPA William Fremd H.S. H.S. Degree 2009 2.50 Harper College A.A.S. Degree 2012 3.00 Recent Employment Position Dates Superior Ambulance EMT-B 7/12 to present Loyal Signs Sign Post Installer 3/15 to 9/15 Cabela e2 80 99s Sales Associate 7/14 to 12/14 Licensures & Certifications Where Earned Dates EMT-B Harper College and Northwest Community Hospital 2012 B.O.F. Elk Grove Township Fire Department 2014 Military Branch Service Years Highest Rank Terminal Rank Type of Discharge Did not serve Father e2 80 99s Occupation Mother e2 80 99s Occupation Birth Order Childhood Residence Electrician Librarian Second of four Hoffman Estates, IL Professional and Civic Affiliations Hobbies and Interests Vertical Endeavors Outdoor activities Working out Spending time with family and friends PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Tall, trim physique; appears to be able to handle the physical demands of the job in question Clean-cut individual who was well groomed for his appointment at our office Appropriately attired in a gray suit along with a red dress shirt and tie Worked hard to manage his impression in a favorable light as possible However, once the candidate was cautioned about his behavior, he ceased trying to embellish his suitability for the job INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: During his interview at our offices, the candidate came across as a bit of a wiseacre We sense that he likes being at the center of attention His attempts at humor also allow the applicant to alleviate his anxieties, especially when he is feeling uncomfortable as he was in the assessment process He should generally be courteous and respectful of his fellow firefighter/paramedics At the same time, he will not hold back his comments if he feels as though one of his partners is acting rudely towards patients PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Sees the fire service and emergency medicine as an honorable profession It will allow the applicant an opportunity to give back to the community While we suspect that some of his answers were designed to tell us what he thought we wanted to hear, he does have a history for helping others and volunteering his time Much of his volunteering was done at the library where his mother is currently employed There is also a part of the job that gives the candidate a feeling of status as he is able to learn and grow while acquiring the proper credentials to become a full-fledged firefighter/paramedic The action and excitement of the job has tremendous appeal for the applicant JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Has his A.A.S. degree from Harper College, which he earned in fire science technology in 2012 Was also awarded his EMT-B through Harper College and Northwest Community Hospital Although the candidate successfully completed all of his coursework for his paramedic e2 80 99s license in August of this year, he has yet to test for his paramedic e2 80 99s license Has his B.O.F. through the Elk Grove Township Fire Department Has spent the last four years with Superior Ambulance since July of 2012 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: The candidate is to be commended for his four-year tenure with his current company, Superior Ambulance The candidate has had a relatively clean work history although he was asked to resign from his job at Jewel during high school for trying to use a discount coupon he found lying on the ground of the store e2 80 99s parking lot His only other job action against him was for appearing unshaven at Superior Ambulance earlier this year To the candidate e2 80 99s credit, he took responsibility for his actions Will been seen as hardworking and willing to learn new things RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Has a healthy respect for those serving in positions of authority, although his relationship with his own father was problematic Will respond well to an approachable and patient supervisor who is willing to take the time to help him learn his job better Responds well to a knowledgeable supervisor who practices leadership-by-example His superiors have been generally complimentary of the candidate e2 80 99s performance They have, however, cautioned him to slow down as he can allow himself to become overwhelmed when he has a lot of things to remember at once ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: His excitableness has not spilled over to the candidate e2 80 99s approach to handling emergencies and trauma He has been able to detach himself emotionally from such scenes, even though initially the applicant admitted to being shocked by certain sights and smells For example, he has witnessed serious trauma, to include unspeakable injuries and assaults on children On those occasions where a call has been particularly disturbing, this person will process the event with his partner in the ambulance LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: The applicant held himself fully accountable for the incidents cited previously in this report We do not see him as prone to making excuses for his behavior, although he did initially begin his interview with the psychologist trying hard to manage his impression in as favorable a light as possible In the past this person has acted responsibly for the most part with no prior arrests and his usage of illegal substances confined to smoking marijuana only two or three times Worked two jobs during his time at community college in order to fund his education OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Appears committed to EMS as a career, he has been with his current company for the past four years We do not envision him leaving the position in question if it is offered to him The applicant witnessed alcoholism in his family of origin and hence, he is wary of its implications His consumption of alcohol is moderate, but the applicant did admit that he drinks on a weekly basis His primary outlets for stress involve outdoor activities along with spending time with family and friends, who serve as a sufficient support network for him Special Training, Orientation & Concerns Monitoring of his behavior on the job to watch for those situations where he tends to allow himself to become overwhelmed. In those instances where his excitability seems to get the best of him, we would recommend coaching and guidance from his superior officers in the department. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assess logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Firefighters 52 52 52 Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assess intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities 500 500 500 500 Quantitative Abilities 500 500 500 500 With regard to the candidate e2 80 99s written materials submitted as part of our assessment, we found Mr. Fuhs e2 80 99 handwriting to be relatively neat. His written materials were also quite complete. These qualities e2 80 93 neatness and paying attention to the details e2 80 93 are critical for handling the paperwork piece of the position in question. In particular, these qualities will pertain to paperwork centering on preparing EMS reports, which can become matters of public record. The above-reported test scores are encouraging as Mr. Fuhs scored either average or higher on both the Watson-Glaser Critical Thinking Appraisal Test and the Wonderlic Basic Skills Test. These average to above average scores predict for learning the essential elements of a new job as quickly as the average new hire. Overall, we see Mr. Fuhs as a selective learner in that he does better in classes related to his chosen line of work because he is interested and invested in improving his skills in order to better serve the public at large. PART IV Mr. Fuhs spent the first ten years of his life in the Norwood Park community on the northwest side of Chicago. After that his family relocated to northwest suburban Hoffman Estates, where Mr. Fuhs spent the remainder of his youth. His father is an electrician and his mother is a librarian, and it was at his mother e2 80 99s place of work where the candidate claims that he performed volunteer activities. As a youngster, we suspect that his childhood was marred by his father erratic and occasionally abusive behavior. According to the candidate, for example, his father would discipline Mr. Fuhs and his three siblings by making them do as many as 100 push-ups for each offense. As noted in Part II of this report, the applicant e2 80 99s father was afflicted by alcoholism, which became worse while Mr. Fuhs was in high school. On several occasions, the candidate had to intervene to protect his younger siblings from his father e2 80 99s wrath. We mention this background information only because it has probably contributed to the candidate e2 80 99s excitable disposition. We believe that while this situation has left its scars -- as it would for anyone -- the applicant has been able to overcome these childhood incidents and present himself as a functioning adult. Based on our observations and assessment, we evaluate Mr. Fuhs to be an acceptable applicant for the position in question. According to the candidate, he first became interested in the fire service as a youngster, which is typical of many applicants for these kinds of public safety jobs. To the candidate e2 80 99s credit, he pursued his interests after graduating from high school by enrolling at a local community college. He not only earned the proper credentials for EMS, to include his EMT-B and recently successfully finishing his course work for his paramedic e2 80 99s license, but he also was awarded his A.A.S. degree in fire science technology from Harper College in Palatine, Illinois. In addition, he has his B.O.F. certification. This person has been an EMT with a private ambulance company for the past four years. We see this individual as open to feedback and coaching as he is eager to improve his skills in his line of work. We also believe that he will behave responsibly with the right kind of patient leadership and supervision guiding his efforts. Therefore, in light of our overall review, we would recommend that Mr. Fuhs be given an offer to work as a Firefighter for the Village of Hanover Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Patrick Fuhs Village of Mount Prospect USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Patrick Fuhs Position: Firefighter Age: 27 Department: Fire Department Date: July 24, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut individual who was well groomed for his appointment at our office Appropriately attired in a suit and tie However, he worked hard to manage his impression in as favorable a light as possible Distorted his answers on our personality tests to make himself look more well-adjusted This kind of behavior calls into question the candidate e2 80 99s integrity INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: The behavior we observed at our offices indicates that the candidate can come across as a wiseacre given to making appropriate comments and remarks We sense that he likes being at the center of attention His attempts at humor -- while allowing the applicant to alleviate his anxieties, especially when he is feeling uncomfortable e2 80 93 will not be appreciated by the more serious-minded firefighters/paramedics in the department Furthermore, he will not be inclined to hold back his comments if he feels the need to voice his views PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: The attractions listed by the applicant for wanting a career in the fire service and emergency medicine are primarily self-serving For example, he appreciates the convenient work schedule and the short, four-minute commute from his home to his present place of employment Part of the job gives the candidate a feeling of status as he is able to learn and grow Finally, the action and excitement of the job has tremendous appeal for the applicant JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Employed since March of 2017 as a firefighter/paramedic with Barrington Countryside Fire Protection District A.A.S. degree from Harper College, which he earned in fire science technology in 2012 Awarded his EMT-B through Harper College and Northwest Community Hospital in2011 Completed his paramedic e2 80 99s license in 2016 through Highland Park Hospital Received his B.O.F. through the Elk Grove Township Fire Department Employed by Superior Ambulance from July of 2012 through May of 2017 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: There is evidence of the candidate e2 80 99s carelessness, which has led to a couple of write-ups at his present place of work, Barrington Countryside FPD Previously, the candidate was asked to resign from his job at Jewel during high school for trying to use a discount coupon he found lying on the ground of the store e2 80 99s parking lot Acknowledges being disciplined on the job at Superior Ambulance during his tenure Describes himself as hardworking, yet some evidence indicates otherwise as we are unsure of the candidate e2 80 99s consistency RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Experienced a problematic relationship with his own father which has colored his view of those in positions of authority When uncomfortable in the presence of authority, this person can be rather ingratiating Disciplinary actions against the applicant speak to issues with following the rules Furthermore, his superiors have cautioned him to slow down as he can allow himself to become overwhelmed when trying to impress people with enthusiasm for his job In his behalf, he will respond well to an approachable and patient supervisor who is willing to take the time to help him learn his job better Applicant admires leadership-by-example ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: While excitable, it has not spilled over to the candidate e2 80 99s approach to handling emergencies and trauma Able to detach himself emotionally from such scenes, even though initially the applicant admitted to being shocked by certain sights and smells Witnessed serious trauma; especially affected by injuries sustained by children On those occasions when a call has been particularly disturbing, this person will process the event with his partner in the ambulance LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: This applicant struggles to hold himself fully accountable for his actions When caught making a mistake, this person will be prone to making excuses for his behavior; this was apparent during the assessment process as he tried hard to manage his impression in as favorable a light as possible Claims that he has acted responsibly for the most part with no arrests and his usage of illegal substances confined to smoking marijuana only two or three times Also in his behalf, he worked two jobs during his time at community college in order to fund his education OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Appears committed to a career in the fire service and EMS Has been with his past and present employers for reasonable lengths of time Hence, we do not envision him leaving the position in question on his own accord Because the applicant witnessed alcoholism in his family of origin he is wary of its repercussions While his consumption of alcohol is moderate, the applicant did admit that he drinks on a weekly basis His primary outlets for stress involve outdoor activities along with spending time with family and friends, who serve as a sufficient support network for him Special Training, Orientation & Concerns This individual possesses a number of problematic qualities that will be hard to alter to any significant degree His tendency to make excuses for his behavior will only make it harder for him to hear corrective feedback and act accordingly PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Fuhs provided an accurate account of his personal and professional background, and answered all relevant questions in an acceptable manner. We believe Mr. Fuhs will handle the paperwork piece of the position in question, when preparing EMS reports, which can become matters of public record. The above-reported test scores also show that Mr. Fuhs does quite well in educational settings, and should be able to learn the essential elements of a new job as quickly as the average new hire. With all of this said, we see Mr. Fuhs as a selective learner in that he does better in classes related to his chosen line of work because he is interested and invested in improving his skills to better serve the public at large. His reported grades throughout high school and college were above average, and we do not anticipate that he will have difficulty when called upon to apply his education and training to duties related to the fire service. PART IV Based on our observations and assessment, we evaluate Mr. Fuhs to be a less than acceptable applicant for the position in question. Mr. Fuhs has struggled to land a position in the fire service and EMS outside of his current role with the Barrington Countryside Fire Protection District. According to the candidate, he lists testing at no less than 16 different fire departments and fire protection districts. Between failing polygraph tests and not being able to the pass psychological examination, Mr. Fuhs is frustrated. Given what we observed with Mr. Fuhs trying to manage his impression is as favorable a light as possible, we sense that he has not been completely truthful when taking the polygraph tests and psychological examinations. As our report indicates, we observed problems with his conscientiousness along with his ability to act in a mature fashion. In the close confines of the fire station, Mr. Fuhs e2 80 99 behavior is unlikely to be appreciated by his peers and supervisors. We also believe that his careless attitude, marked by his selective motivation will reflect badly on his work habits. Finally, Mr. Fuhs is prone to making excuses for himself as a way to rationalize his mistakes. This habit will wear thin on his superiors. Therefore, in light of our many stated concerns and reservations, we would not be comfortable in recommending that Mr. Fuhs be given an offer to work as a Firefighter for the Village of Mount Prospect. SAL"', 'b"INDIVIDUAL ASSESSMENT Kimberlee Gaeding Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kimberlee Gaeding Position: Part-Time Firefighter Age: 26 Department: Fire Department Date: August 22, 2017 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in business casual attire Athletic build despite diminutive size and youthful appearance Upbeat and engaging; professional and respectful in her demeanor Came across as confident, sincere, and straightforward Will be viewed as a capable and approachable firefighter and medic by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Amiable and pleasant in her demeanor Background in competitive sports and group activities Expected to be a team player who will place the needs of others ahead of her own Average needs for inclusion and acceptance; has a large number of close friends Will initiate interaction with fellow firefighters; should emerge as a rather popular member of the department over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Came across as sincere and genuine in her desire to provide meaningful assistance to others Candidate e2 80 99s altruism and desire to help others is reflected in her employment history Drawn to the variety, activity, and fast pace she anticipates in a fire service career Looks forward to the mental and physical challenges of the job Most importantly this individual will be professional and compassionate in her interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in kinesiology in 2013 Licensed as a paramedic in 2017; completed her ride time with Lake Zurich FD Certified personal trainer through National Academy of Sports Medicine Employed primarily as a rehabilitation technician for three years with two physical and occupational therapy companies Presently employed as an emergency room patient care technician for the past month For the past year, applicant has been working as a group fitness instructor for Lifetime Fitness WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness Diligent and focused; takes her duties and responsibilities seriously Self-starter who likes to remain busy, active, and occupied High needs for achievement and competence Organized and detailed in her work habits Should prove to be a reliable and ascendant employee who will seek out additional assignments and responsibilities RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Disciplined and positive in her interpersonal style and work habits Will enjoy the rigor and structure of life within a paramilitary organization Positive relationships with most of the authority figures in her life Will be respectful and accommodating in her interactions with her superiors Follows the rules; will adhere to departmental policies and SOGs ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Rather light on her exposure to traumatic and critical situations other than her ride time experiences with Lake Zurich Fire Talked about a couple of complicated calls in which she appears to have conducted herself in a poised and effective manner Confident in her abilities and skills Will rely on the guidance and instructions of her line supervisors at this point in her career However, this applicant has the potential to assume a leadership role in emergencies over time with continued experience and training LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid in revealing some of the regrets and disappointments she has had in her life thus far Able to evaluate her own contribution to problems and setbacks when they occurred Struck us as an honest and straightforward person who will hold herself accountable for her actions on and off the job No illegal drug use or brushes with law enforcement Independent and autonomous adult who recently moved back in with her parents during her paramedic training OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted Not easily rattled or angered; tries to avoid confrontation and arguments Not prone toward prolonged periods of worry or anxiety Keeps herself in very good physical condition and has quite a few active recreational interests that help her relax and blow off steam Gregarious individual who will rely on talking things out with coworkers and superiors after troubling calls for service Special Training, Orientation & Concerns Smart, motivated, and ascendant individual who is expected to catch on quickly during her academy time and probationary period. We have no significant concerns or reservations about this individual e2 80 99s capacity to perform the essential job functions required of a firefighter and medic. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Firefighters BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Ms. Gaeding submitted a neatly typed and very thorough account of her personal and professional background which contained essential details (above and beyond that which was simply required of her). We believe her thoroughness and detail-orientation is emblematic of how she operates when given any assignment, which may detract from her efficiency at times. Nevertheless, Ms. Gaeding demonstrated the ability to consistently express herself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Although she may need to be more concise and succinct at times, we expect professional and informative reports and documentation from this candidate on a consistent basis. Overall, we evaluate Ms. Gaeding to possess above average mental ability despite her sub-par score on our standardized test of critical thinking cited above. This assertion is supported by her occupational and educational accomplishments to date, and by the manner in which she was able to express her thoughts and ideas (orally and on paper) during her assessment. Throughout her high school and college years, Ms. Gaeding has distinguished herself as a scholar and an athlete, which correlates with her drive and desire to pursue a fire service career, as she looks forward to the mental and physical aspects of the job. We are at a loss to explain her below average score on the Watson-Glaser, as this individual is fully capable of making logical and rational decisions, and we found her problem-solving ability to be above average based upon her accounts of her actions in several job-related scenarios. A motivated and determined young woman, Ms. Gaeding has the capacity to master the essential information and skills required for the position in question. PART IV An outstanding student at Fremd High School, Ms. Gaeding also distinguished herself as an athlete while never missing a day of school. This candidate e2 80 99s high needs for achievement and overall level of energy have propelled her throughout her life, as she went on to obtain her bachelor e2 80 99s degree in kinesiology from the University of Illinois where she also graduated with distinction, and was involved in several extracurricular activities at the university including club lacrosse. Although she has enjoyed her time as an athletic trainer and rehabilitation technician over the past four years, Ms. Gaeding stated that she found e2 80 9csomething missing e2 80 9d with respect to satisfaction and meaning in her career. Recalling her early interest in the fire service after her father e2 80 99s heart attack while she was in high school, Ms. Gaeding has focused on bettering her qualifications and skills to transition into a fire service career. There are not many pretenses about this individual, and we believe she will be a hardworking and likable addition to the department. Based on our observations and assessment, we evaluate Ms. Gaeding to be an above average if not strong candidate for the position in question, as she received favorable ratings on all of the key dimensions connected with success as a firefighter and medic. Overall, we liked the balance she brings to the position in terms of her amiable and collaborative interpersonal style and strong task orientation. It should be noted that Ms. Gaeding ranks relatively high on a couple of suburban fire department hiring lists. Once she has completed her academy training and probationary period, we do not believe it will take her very long to land a career position in the fire service. In light of our favorable review, we would recommend that Ms. Gaeding be given an offer to work as a Part-Time Firefighter for the Countryside Fire Protection District. JWB"', 'b"INDIVIDUAL ASSESSMENT Kimberlee Gaeding Village of Hoffman Estates USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kimberlee Gaeding Position: Firefighter Age: 27 Department: Fire Department Date: September 27, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in business casual attire Athletic build despite diminutive size and youthful appearance Upbeat and engaging; professional and respectful in her demeanor Came across as confident, sincere, and straightforward; respectful and open Will be viewed as a capable and approachable firefighter and medic by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Amiable and pleasant in her demeanor Extensive background in competitive sports and group activities Expected to be a team player who will place the needs of others ahead of her own Average needs for inclusion and acceptance; has a large number of close friends Will initiate interaction with fellow firefighters; should emerge as a rather popular member of the department over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Came across as sincere and genuine in her desire to provide meaningful assistance to others Candidate e2 80 99s altruism and desire to help others is reflected in her employment history Drawn to the variety, activity, and fast pace she anticipates in a fire service career Looks forward to the mental and physical challenges of the job Most importantly, this individual will be professional and compassionate in her interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in kinesiology in 2013 Licensed as a paramedic in 2017; completed her ride time with Lake Zurich FD Completed the NIPSTA Fire Academy in 2017; recently certified as an FAE Certified personal trainer through National Academy of Sports Medicine Employed primarily as a rehabilitation technician for three years with two physical and occupational therapy companies Presently employed as a part-time emergency room patient care technician since June of 2017 at Highland Park Hospital For the past year, the applicant has been working as a part-time group fitness instructor for Lifetime Fitness Employed as a contract firefighter for the Countryside FPD for about five months Hired as a firefighter with the Palatine-Rural FPD in March of 2018; remains on probationary status WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness Diligent, disciplined, and focused; takes her duties and responsibilities seriously Self-starter who likes to remain busy, active, and occupied High needs for achievement and competence; possesses the determination and perseverance to obtain the goals she sets for herself Organized and detailed in her work habits Should prove to be a reliable and ascendant employee who will seek out additional assignments and responsibilities RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Disciplined and positive in her interpersonal style and work habits Seems to enjoy the rigor and structure of life within a paramilitary organization Positive relationships with most of the authority figures in her life beginning with her parents, teachers, and coaches Will be respectful and accommodating in her interactions with her superiors Follows the rules; will adhere to departmental policies and SOGs ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Over the past year, this applicant has faced quite a few traumatic and critical situations and has comported herself appropriately Reexamines and learns from her experiences in novel and chaotic circumstances As she stated during her interview, the most important thing she has learned thus far in her brief fire service career is e2 80 9cYou e2 80 99re never going to know everything e2 80 9d Well-prepared and confident in her abilities and skills Will rely on the guidance and instructions of her line supervisors at this point in her career Over time this applicant has the potential to assume a leadership role in emergencies with continued experience and training LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid in revealing some of the regrets and disappointments she has had in her life thus far Able to evaluate her own contribution to problems and setbacks when they occurred Struck us as an honest and straightforward person who will hold herself accountable for her actions on and off the job No illegal drug use or brushes with law enforcement Independent and autonomous adult who recently moved into a townhouse with one of her girlfriends Self-reliant individual who is financially solvent OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted Not easily rattled or angered; tries to avoid confrontation and arguments but will stand up for herself in a disagreement or dispute Not prone toward prolonged periods of worry or depression Keeps herself in very good physical condition and has quite a few active recreational interests that help her relax and blow off steam Supportive base of family and a large group of close and trusted friends Gregarious individual who will rely on talking things out with coworkers and superiors after troubling calls for service Special Training, Orientation & Concerns None. If anything, some of her peers and possibly her immediate supervisors may underestimate this individual e2 80 99s drive, capability, and capacity to deal with the mental and physical challenges involved in this line of work. We anticipate that she will make believers out of them fairly quickly. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Ms. Gaeding submitted a neatly typed and very thorough account of her personal and professional background which contained essential details (above and beyond that which was simply required of her). We believe her thoroughness and detail-orientation is emblematic of how she operates when given any assignment, which may detract from her efficiency at times. Nevertheless, Ms. Gaeding demonstrated the ability to consistently express herself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Although she may need to be more concise and succinct at times, we expect professional and informative reports and documentation from this candidate on a consistent basis. Overall, we evaluate Ms. Gaeding to possess above average mental ability. This assertion is supported by her occupational and educational accomplishments to date, and by the manner in which she was able to express her thoughts and ideas (orally and on paper) during her assessment. Throughout her high school and college years, Ms. Gaeding has distinguished herself as a scholar and an athlete, which correlates with her drive and desire to pursue a fire service career, as she looks forward to the mental and physical aspects of the job. Ms. Gaeding holds a bachelor e2 80 99s degree in kinesiology from the University of Illinois at Urbana, graduating in 2013 with a reported 3.75 GPA. A bright, motivated, and determined young woman, Ms. Gaeding has the capacity to master the essential information and skills required for the position in question. PART IV An outstanding student at Fremd High School, Ms. Gaeding also distinguished herself as an athlete while never missing a day of school. This candidate e2 80 99s high needs for achievement and overall level of energy have propelled her throughout her life, as she went on to obtain her bachelor e2 80 99s degree in kinesiology from the University of Illinois, graduating with distinction. Ms. Gaeding was also involved in several extracurricular activities at the university including club lacrosse. Although she enjoyed her time as an athletic trainer and rehabilitation technician for about four years, Ms. Gaeding stated that she found e2 80 9csomething missing e2 80 9d with respect to satisfaction and e2 80 9cmeaning e2 80 9d in her career. Recalling her early interest in the fire service after her father e2 80 99s heart attack while she was in high school, Ms. Gaeding has focused on bettering her qualifications and skills to transition into a fire service career. There are not many pretenses about this individual, and we believe she will be a hardworking and likable addition to the department. Based on our observations and assessment, we evaluate Ms. Gaeding to be a strong candidate for the position in question, as she received favorable ratings on all of the key dimensions connected with success as a firefighter and medic. Overall, we like the balance she brings to the position in terms of her amiable and collaborative interpersonal style, and her strong task orientation. Although she has been delighted with her experience over the past six months as a probationary firefighter with Palatine-Rural, she is seeking a larger and more diverse department with a higher call volume and more opportunities for specialization, training, and advancement. This applicant manages her time effectively and in a disciplined manner. It should be noted that Ms. Gaeding ranks relatively high on a couple of suburban fire department hiring lists, and she added that she is currently being processed by another nearby department with a similar call volume. In light of our highly favorable review, we would recommend that Ms. Gaeding be given an offer to work as a Firefighter for the Hoffman Estates Fire Department. JWB"', 'b"INDIVIDUAL ASSESSMENT Jessica Garcia City of Elmhurst USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jessica Garcia Position: Police Officer Age: 24 Department: Police Department Date: December 20, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed and neatly attired for her appointment at our office Offers a disarming smile and friendly manner Tends to be soft-spoken Unlikely to be perceived as an authoritative police presence, even though the members of the public should see the applicant as highly approachable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Exceptionally likeable person Interactions with her fellow employees will be marked by her flexible and accommodating style Moreover, she is gifted with a good natured disposition Polite and friendly in her dealings with others Will be seen as courteous and considerate Although she is an engaging individual, the applicant does not seek to call unnecessary attention to herself PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Admires police officers and wants to emulate them Sees law enforcement as a way of sacrificing and subordinating one e2 80 99s needs for the good of the community On the other hand, the activity and variety associated with the job are very appealing to this applicant Driving around in a patrol car seems exciting to the candidate, who is clear about not wanting to sit behind a desk all day long at a job JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: From an academic perspective the applicant is well-prepared for the position in question Possesses a B.A. degree in forensic criminal investigations from Lewis University in Romeoville, Illinois, which she earned in 2016 Presently taking courses towards her M.S. degree in public safety administration, also at Lewis University in Romeoville, Illinois In her behalf, she did perform an internship at the courthouse in Joliet , Illinois, where she assisted Spanish speaking residents in navigating the facility On the other hand, the majority of her work experience has involved serving as a nanny for children ranging from three to 15 years of age WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: As noted above, the applicant is a flexible and accommodating individual who will be seen as compliant with the wishes of her superiors For example, she will alter her work schedule in order to meet last-minute requests from her employer Along this same line, she will take the initiative without being asked This person is eager to advance in her career and will work hard to please her fellow employees and her bosses in the organization Finally, the candidate rates high in our measures of conscientiousness, and in particular, he willingness to follow the rules RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: As implied, the applicant possesses a healthy respect for authority There is a side to her disposition that makes it very hard for her to say e2 80 9cno e2 80 9d to her superiors, and we sense this is what contributes to the candidate e2 80 99s accommodating attitude At the same time, she is totally unfamiliar with a paramilitary setting Adjusting to the demands of her superiors and FTO e2 80 99s will take some time Because she is new to law enforcement, she will respond better to a patient and understanding supervisor In short, she will be looking for a kinder level of treatment than she is likely to experience during the difficult and challenging parts of her probationary period ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: In her behalf, the applicant is fully bilingual, which will be a tremendous asset in dealing with Spanish-speaking residents of the community With that said, however, we see this individual as rather timid and unassertive Her stories about dealing with a difficult eight-year old child do not convince us that this candidate will be able to deal with far more serious and dangerous situations, such as domestic interventions On balance, this person would benefit from entry-level, auxiliary experience, such as that found in the role of a CSO (community service officer) LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: At present this person resides at home with her family She recently ended a long-term, seven-year relationship with someone she met while still in high school This person has proven to be responsible, never having been arrested or used any kind of illegal substance in her life At present, her consumption of alcohol is rather minimal Overall, we anticipate that the applicant will hold herself accountable for her actions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Eager to please her superiors, the candidate will find the critical feedback she receives during her probationary period to be distressing and probably rather discouraging Moreover, never having had to enforce rules in a dangerous setting, she will find her life on the street to be stressful While she seems to have a good support network of friends and family, the demands of the job in question will likely overwhelm her, nonetheless Special Training & Orientation Concerns At present this person would do well to gain experience in an auxiliary role, such as that of a CSO or Parking Enforcement Officer; in short, she needs to learn to be assertive in the face of resistance PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Ms. Garcia took the time to be accurate, but did not elaborate to any significant degree on her Personal History Form. We also administered two other writing samples (one handwritten and the other typed). On both of her exercises, this applicant demonstrated reasonably acceptable writing ability. For example, the candidate was generally attentive to most of the important details. Moreover, Ms. Garcia wrote in clear, definitive, and complete sentences. On the other hand, she did not always make use of the proper grammar and syntax as she varied her writing style from simple and straightforward sentences to efficiently worded statements that were not in the form of a sentence. A review of Ms. Garcia e2 80 99s scores on the Wonderlic Basic Skills Test are disappointing considering the fact that the candidate is currently enrolled in a master e2 80 99s degree program in public safety administration at Lewis University in Romeoville, Illinois. On the other hand, this individual possesses empathy and emotional intelligence as implied in our comments about her strong interpersonal skills in Part II of this report. PART IV Based on our observations and assessment, we evaluate Ms. Garcia to be a less than acceptable applicant for the position in question. While there is a lot we like about this well-intended young woman, who possesses an unusually sweet disposition, we believe that she will struggle to succeed in the role of a sworn police officer when having to engage in potentially dangerous and potentially life-threatening situations. In keeping with our perception of this person, she initially thought about nursing and studied the field while in college at Lewis University in Romeoville, Illinois. However, during her junior year, she switched majors to forensics, and the applicant was later awarded her B.A. degree in that field from Lewis University in 2016. After a ride-along with a local police agency, the candidate was convinced that law enforcement was the career for her. As noted above, Ms. Garcia possesses a winning, warm and accommodating personality. Able to easily engage people, Ms. Garcia e2 80 99s interpersonal skills are one of her major strengths. On the other hand, this individual has not had much practical exposure to law enforcement. Instead, she has spent much of her working life to date as a nanny. Disciplining young children is a far cry from working on the street. If Ms. Garcia is truly committed to a career in law enforcement, she would do well to apply for an auxiliary position, such as a community service officer, in order to get a better of idea of what she is committing to doing a career. Therefore, in light of our stated concerns and reservations, we would not be comfortable in recommending that Ms. Garcia be given an offer to work as a Police Officer for the City of Elmhurst. SAL"', 'b"INDIVIDUAL ASSESSMENT Jessica Garcia Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jessica Garcia Position: Police Officer Age: 25 Department: Police Department Date: July 29, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired Positive and congenial presentation Engaging and open during her interview At the same time she was not terribly convincing in discussing her qualifications and reasons for seeking a policing career Unlikely to project an authoritative police presence, even though the members of the public will see the applicant as approachable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Exceptionally likeable person; considerate and well-mannered Interactions with her fellow employees will be marked by her flexible and accommodating interpersonal style; socially adept High needs for inclusion and acceptance from others, but will not compromise morals or values merely to fit in with groups Prides herself on being a e2 80 9cpeacemaker e2 80 9d when it comes to rifts and arguments among coworkers Although she is an engaging individual, the applicant does not seek to call unnecessary attention to herself PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Admires police officers and wants to emulate them Sees law enforcement as a way of sacrificing and subordinating one e2 80 99s needs for the good of the community; very altruistic Focused on her desire to perform the community service and investigative aspects of the job; unsure about her inclination toward enforcing laws and ordinances The activity and variety associated with the job are very appealing to this applicant Will be polite and professional in her interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: From an academic perspective the applicant is well-prepared for the position in question Possesses a B.A. degree in forensic criminal investigations from Lewis University in Romeoville, Illinois, which she earned in 2016 Recently was awarded her master e2 80 99s degree from the same institution in public safety administration Performed an internship at the courthouse in Joliet; assisted Spanish-speaking residents in navigating the facility Majority of her work experience has involved serving as a nanny for children ranging from three to 15 years of age In addition to her criminal justice coursework this applicant has accompanied officers on ride-alongs with at least five different departments WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Accommodating individual who will be seen as compliant of supervisory direction For example, she will alter her work schedule in order to meet last-minute requests from her employer Along this same line, she will take the initiative without being asked Eager to advance in her career; will work hard to please her fellow employees and bosses in the organization Along this line, she hopes to ascend to a e2 80 9ccommander type of position e2 80 9d rather quickly which we find unrealistic Rates high on gages of conscientiousness; puts forth her best effort in most situations RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: As implied, the applicant possesses a healthy respect for authority There is a side to her disposition that makes it very hard for her to say e2 80 9cno e2 80 9d to her superiors, and we sense this is what contributes to the candidate e2 80 99s accommodating attitude At the same time, she is totally unfamiliar with a paramilitary setting; expects to negotiate and talk through conflicts with her superiors In short, she will be looking for a gentler level of treatment than she is likely to experience during the difficult and challenging parts of her probationary period Will adhere to departmental policies and procedures; follows the rules ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: In her behalf, the applicant is fully bilingual, which will be an asset in dealing with Spanish-speaking residents of the community With that said, however, we see this individual as rather timid and lacking in impact; not likely to be taken seriously when her authority is challenged Her stories about dealing with a difficult eight-year old child do not persuade us that this candidate will be able to deal with far more serious and dangerous situations, such as domestic interventions, warrants, or confrontations Not particularly convincing in her desire to perform the enforcement aspects of the job LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: At present this person resides at home with her family She recently ended a long-term, seven-year relationship with someone she met while still in high school This person has proven to be responsible, never having been arrested or used any kind of illegal substance in her life At present, her reported consumption of alcohol is rather minimal Applicant will hold herself accountable for her actions; she honors commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-tempered, and conflict-avoidant Unrealistic sense of her own competence and capabilities with respect to her ability to perform essential job functions Eager to please her superiors, the candidate will find the critical feedback she receives during her probationary period to be distressing and probably rather discouraging Moreover, never having had to enforce rules in a dangerous setting, she will find her life on the street to be stressful While she seems to have a good support network of friends and family, the demands of the job in question will likely overwhelm her Special Training & Orientation Concerns Although energetic and well-intentioned, this candidate is expected to struggle with the enforcement aspects of the job. Other than keeping children in line in her role as a nanny, this applicant has never been in a position in which she has had to enforce rules or maintain order with adults. This candidate would be well-advised to obtain some direct or relevant experience in an auxiliary role such as a CSO, service desk officer, or possibly working retail security prior to taking on the responsibility and duties of a sworn police officer. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Ms. Garcia took the time to be accurate, but did not elaborate to any significant degree on her Personal History Form. On both of her written exercises, this applicant demonstrated reasonably acceptable writing ability. For example, the candidate was generally attentive to most of the details, and Ms. Garcia wrote in clear, definitive, and complete sentences. On the other hand, she did not always make use of proper grammar and syntax. With some mentoring this motivated individual should be able to produce professional and informative reports as a police officer. At the same time, Ms. Garcia has achieved excellent grades throughout her academic career dating back to high school, and we believe her academic success has come with a great deal of effort on her part. In addition, this applicant e2 80 99s first language is Spanish, and we have found over the years that non-native English speakers tend to score lower on standardized tests of cognitive and intellectual ability. In summation, Ms. Garcia will make it a point to master the essential information require for the position in question. However, we expect her to struggle with applying that knowledge due to some of her personality characteristics documented in Parts II and IV of this report. PART IV Based on our observations and assessment, we evaluate Ms. Garcia to be a marginal applicant for the position in question. While there is a lot we like about this well-intended candidate who possesses a very pleasant and sincere demeanor, we believe that she will struggle to succeed in the role of a police officer when having to engage in potentially dangerous and life-threatening situations. In keeping with our perception of this person, she initially thought about nursing and studied the field while in college at Lewis University in Romeoville, Illinois, for her first two undergraduate years. However, during her junior year, she switched majors to forensics, and the applicant was later awarded her B.A. degree in that field from Lewis University in 2016. After a ride-along with a local police agency, the candidate was convinced that law enforcement was the career for her. As noted above, Ms. Garcia e2 80 99s interpersonal skills are one of her major strengths. With that said, this individual has not had much practical exposure to law enforcement. Instead, she has spent much of her working life to date as a nanny. Disciplining young children is a far cry from working on the street. If Ms. Garcia is truly committed to a career in law enforcement, she would do well to apply for an auxiliary position, such as a community service officer or working security, in order to get a better feel for the enforcement aspects of the job. Therefore, in light of our stated concerns and reservations, we would not recommend that Ms. Garcia be given an offer of employment as a Police Officer with Village of Schaumburg. SAL"', 'b"INDIVIDUAL ASSESSMENT Jessica Garcia village of skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jessica Garcia Position: Police Officer Age: 25 Department: Police Department Date: June 28, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a business suit; positive and congenial presentation Engaging, talkative, and very open during her interview; mild-mannered and respectful At the same time she was not very confident or impactful in discussing her qualifications and reasons for seeking a policing career Diminutive physical size and youthful appearance caused her to appear a bit younger than her stated age of 24 Unlikely to project an authoritative police presence, even though the members of the public will see the applicant as highly approachable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Exceptionally likeable person; considerate, well-mannered, and upbeat Interactions with her fellow employees will be marked by her flexible and accommodating interpersonal style; socially adept High needs for inclusion and acceptance from others, but will not compromise morals or values merely to fit in with groups Prides herself on being a e2 80 9cpeacemaker e2 80 9d when it comes to rifts and arguments among coworkers Although she is an engaging individual, the applicant does not seek to call unnecessary attention to herself PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Admires police officers and wants to emulate them Sees law enforcement as a way of sacrificing and subordinating one e2 80 99s needs for the good of the community; very altruistic Focused on her desire to perform the community service and investigative aspects of the job; unsure about her inclination toward enforcing laws and ordinances The activity and variety associated with the job are very appealing to this applicant Will be polite and professional in her interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: From an academic perspective the applicant is well-prepared for the position in question Possesses a B.A. degree in forensic criminal investigations from Lewis University in Romeoville, Illinois, which she earned in 2016 Recently was awarded her master e2 80 99s degree from the same institution in public safety administration In her behalf, she did perform an internship at the courthouse in Joliet , Illinois, where she assisted Spanish speaking residents in navigating the facility On the other hand, the majority of her work experience has involved serving as a nanny for children ranging from three to 15 years of age In addition to her criminal justice coursework this applicant has accompanied officers on ride-alongs with five different departments WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Applicant is a flexible and accommodating individual who will be seen as compliant with the wishes of her superiors For example, she will alter her work schedule in order to meet last-minute requests from her employer Along this same line, she will take the initiative without being asked Eager to advance in her career and will work hard to please her fellow employees and bosses in the organization Along this line, she hopes to ascend to a e2 80 9ccommander type of position e2 80 9d rather quickly which we found a bit unrealistic Rates high on our measures of conscientiousness; puts forth best effort in most situations RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: As implied, the applicant possesses a healthy respect for authority There is a side to her disposition that makes it very hard for her to say e2 80 9cno e2 80 9d to her superiors, and we sense this is what contributes to the candidate e2 80 99s accommodating attitude At the same time, she is totally unfamiliar with a paramilitary setting; expects to negotiate and talk through conflicts with her superiors In short, she will be looking for a kinder level of treatment than she is likely to experience during the difficult and challenging parts of her probationary period Will adhere to departmental policies and procedures; follows the rules ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: In her behalf, the applicant is fully bilingual, which will be an asset in dealing with Spanish-speaking residents of the community With that said, however, we see this individual as rather timid and lacking in impact; not likely to be taken seriously when her authority is challenged Her stories about dealing with a difficult eight-year old child do not convince us that this candidate will be able to deal with far more serious and dangerous situations, such as domestic interventions, warrants, or confrontations Not particularly convincing in her desire to perform the enforcement aspects of the job LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: At present this person resides at home with her family She recently ended a long-term, seven-year relationship with someone she met while still in high school This person has proven to be responsible, never having been arrested or used any kind of illegal substance in her life At present, her reported consumption of alcohol is rather minimal Applicant will hold herself accountable for her actions; she honors commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-tempered, and somewhat conflict-avoidant Inflated sense of her own competence and capabilities with respect to her ability to perform essential job functions Eager to please her superiors, the candidate will find the critical feedback she receives during her probationary period to be distressing and probably rather discouraging Moreover, never having had to enforce rules in a dangerous setting, she will find her life on the street to be stressful While she seems to have a good support network of friends and family, the demands of the job in question will likely overwhelm her Special Training & Orientation Concerns Although energetic and well-intentioned, this candidate is expected to struggle with the enforcement aspects of the job. Other than keeping children in line in her role as a nanny, this applicant has never been in a position in which she has had to enforce rules or maintain order with adults. This candidate would be well-advised to obtain some direct or relevant experience in an auxiliary role such as a CSO, service desk officer, or possibly working retail security prior to taking on the responsibility and duties of a sworn police officer. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Ms. Garcia took the time to be accurate, but did not elaborate to any significant degree on her Personal History Form. On both of her written exercises, this applicant demonstrated reasonably acceptable writing ability. For example, the candidate was generally attentive to most of the details, and Ms. Garcia wrote in clear, definitive, and complete sentences. On the other hand, she did not always make use of proper grammar and syntax. With some mentoring this motivated individual should be able to produce professional and informative reports as a police officer. A review of Ms. Garcia e2 80 99s scores on the Wonderlic Basic Skills Test are disappointing considering the fact that the candidate recently obtained a master e2 80 99s degree in public safety administration at Lewis University in Romeoville, Illinois. At the same time, Ms. Garcia has achieved excellent grades throughout her academic career dating back to high school, and we believe her academic success has come with a great deal of effort on her part. In addition, this applicant e2 80 99s first language is Spanish, and we have found over the years that non-native born English speakers tend to score lower on standardized tests of cognitive and intellectual ability. In summation, Ms. Garcia will make it a point to master the essential information require for the position in question. However, we expect her to struggle with applying that knowledge due to some of her personality characteristics documented in Parts II and IV of this report. PART IV Based on our observations and assessment, we evaluate Ms. Garcia to be a marginal applicant for the position in question. While there is a lot we like about this well-intended candidate who possesses a very pleasant and sincere demeanor, we believe that she will struggle to succeed in the role of a police officer when having to engage in potentially dangerous and life-threatening situations. In keeping with our perception of this person, she initially thought about nursing and studied the field while in college at Lewis University in Romeoville, Illinois, for her first two undergraduate years. However, during her junior year, she switched majors to forensics, and the applicant was later awarded her B.A. degree in that field from Lewis University in 2016. After a ride-along with a local police agency, the candidate was convinced that law enforcement was the career for her. As noted above, Ms. Garcia possesses a likable, warm, and accommodating personality. Able to easily engage people, Ms. Garcia e2 80 99s interpersonal skills are one of her major strengths. On the other hand, this individual has not had much practical exposure to law enforcement. Instead, she has spent much of her working life to date as a nanny, and her responses to some routine enforcement scenarios left a lot to be desired in terms of assertiveness and officer safety concerns. Disciplining young children is a far cry from working on the street. If Ms. Garcia is truly committed to a career in law enforcement, she would do well to apply for an auxiliary position, such as a community service officer or working retail security, in order to get a better feel for the enforcement aspects of the job. In summation, the final decision regarding Ms. Garcia e2 80 99s employment as a Skokie Police Officer is respectfully left to the decision of the Board of Fire and Police Commissioners. JWB"', 'b"INDIVIDUAL ASSESSMENT Zachary Gloodt Bloomingdale Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Zachary Gloodt Position: Firefighter Age: 30 Department: Fire Department Date: June 20, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and professionally attired for his appointment at our office Easy to engage in conversation; attentive listener Came across as a bit arrogant and intense during his interview; he offered a particularly firm handshake Nevertheless, he was amiable and cooperative Will be perceived as a credible and approachable firefighter by members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Will be perceived as intense at first; should comfortably transition into a new department after some time Strong work ethic, dependability, and competence will be appreciated by his shift mates Outgoing yet serious-minded individual who shows commitment to his work; enjoys working with a close-knit group towards a common mission High needs for inclusion and acceptance from others; managed to get along well in groups he was a part of previously, and will take a genuine interest in his coworkers Somewhat outspoken when it comes to sharing his ideas; will need some reminders of when to slow down or keep his opinions to himself May be perceived as a bit arrogant by some, but will be appreciated for his commitment and straightforward manner PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Feels a sense of gratification and fulfillment when he provides meaningful assistance to others Committed to becoming a firefighter/paramedic since graduating from high school Feels good about himself when he is able to help people on their worst days Solid customer service background; expected to be courteous and respectful in his interactions with citizens Takes his job duties very seriously because he knows the community relies on him for help; has high expectations of himself when it comes to providing quality care JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Holds two associate e2 80 99s degrees from Moraine Valley Community College; one in fire science (2017) and the other in emergency medical services (2017) Licensed as a paramedic in 2012 through Joliet Junior College at Silver Cross Hospital EMT-B (2009) through Moraine Valley Community College; BOF through Southwest Fire District (2008) Currently a full-time firefighter at Joliet Fire Department where he has been since February of 2019 Prior to his current position, he worked at Downers Grove FD (1/2019 to 2/2019), Darien Woodridge FPD (6/2018 to 1/2019), and Pleasantview FPD contracted through Paramedic Services of Illinois (5/2012 to 6/2018) WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Highly motivated and self-disciplined individual; will undoubtedly be seen as reliable Does not show up late or take sick days; willingly takes on extra shifts to help the department when needed Active and energetic individual who likes to remain busy and occupied Will do his best to motivate others; might need some guidance in when to slow down Takes his roles, duties, and responsibilities very seriously; will not be satisfied unless the job is done right RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Prefers working with a supervisor who will be invested in teaching and training him Only one disciplinary action against him for e2 80 9chorseplay e2 80 9d throughout his years with the fire service; no reported history of terminations Expected to follow rules and orders, but may be interested in attempting to improve processes as well Generally open-minded and receptive to new ideas; seems surprisingly open to feedback given some of his strong opinions We expect his supervisors will appreciate his work ethic and competence ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Exposure to pressurized and stressful calls for service as a medic; acts quickly and remains level-headed during emergencies Appears to possess sound judgment and good common sense, which he will apply in emergency situations Came across as confident about his skills and knowledge base; will assert himself within the range of his competence and expertise Values continued learning and improvement; will keep his knowledge up to date in order to best treat members of the community LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Has stayed on a straight and narrow path to achieve his goal of becoming a firefighter/paramedic Highly career-focused individual; will own up to his mistakes and shortcomings on the job One minor run-in with the law; was taken home by the police at age 16 for being out past curfew and has received only two traffic tickets in his teenage years Stays away from illegal drugs; though he reportedly tried marijuana at the age of 15 Has been in two long-term relationships, but is currently single Overall, expected to hold himself accountable for his actions on and off the job OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and relatively well-adjusted, but may take some of the job-related stress home with him more than he would care to admit Supportive base of family and trusted friends As an extroverted individual, he will tend to find the most reassurance and support by talking things out with fellow firefighters after troubling calls for service Keeps himself in good physical condition; enjoys several social and recreational outlets which help him to relax and blow off steam when necessary Enjoys working with his hands, fixing cars, and being outdoors to relax; he takes pride in being handy Special Training, Orientation & Concerns Comes across with an air of arrogance but seems to care deeply about providing quality care to members of the community. He might benefit from guidance related to the first impression he makes on others, especially in dealing with citizens. This bright candidate will be open to feedback and learning how to improve; he will want to meet and exceed the expectations of his superiors. He seems to us to be a good-hearted guy who can come off as brash at times. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Gloodt provided a neatly typed account of his personal and professional background that included basic details, but not much more. He was more elaborative during his interview than he was on paper. Nevertheless, this individual is fully capable of expressing himself in complete and coherent sentences that contain proper grammar, syntax, and punctuation. Mr. Gloodt is expected to produce professional reports. Overall, we evaluate Mr. Gloodt to possess above average mental ability. This assertion is supported by his grades throughout high school and college, and by his occupational accomplishments to date. Mr. Gloodt graduated from Marist High School in Chicago, Illinois, in 2006 with a reported 3.8/4.0 GPA average. Mr. Gloodt wanted to further his formal education related to his chosen career goals, so he earned two associate e2 80 99s degrees from Moraine Valley Community College in both fire science and emergency medical service. Mr. Gloodt has applied himself diligently to better his skills and qualifications for a career position in the fire service. All things considered, this individual can master the essential information and skills required of a firefighter and paramedic. PART IV Mr. Gloodt is the younger of two children, and he was raised primarily by his mother in Willow Springs, Illinois. According to Mr. Gloodt, his parents divorced when he was in the second grade, which was admittedly a tough time for him. However, Mr. Gloodt maintained that his father remains an involved part of his life. Mr. Gloodt talked about his unwavering commitment to a career in the fire service that started since he graduated from high school. He has worked hard to better his skills and qualifications for a career position in the fire service. He claims that his first choice of a department is Bloomingdale Fire Protection District given its reputation among other firefighters he knows. Although he reported that Bloomingdale was his first choice of a destination department, he apparently passed on his first offer to work there for reasons that are unknown. Based on our observations and assessment, we evaluate Mr. Gloodt to be an acceptable applicant for the position in question as he received favorable ratings on many of the key dimensions connected with success as a firefighter and medic. While his intensity and assertive nature might take some getting used to, Mr. Gloodt will be appreciated for his energy, intelligence, commitment, and loyalty to his coworkers. He may come across as a bit outspoken; however, our assessment indicates that he is open-minded and coachable. We do not envision this candidate overstepping his bounds with his supervisors, and he will frame his many questions in a respectful manner to learn from his superiors. With further training and experience, we believe Mr. Gloodt should prove himself to be a competent and capable career firefighter and medic. In summation, we would recommend that Mr. Gloodt be given an offer to work as a Firefighter for the Bloomingdale Fire Protection District. ERL/JWB"', 'b"INDIVIDUAL ASSESSMENT Eugene Godek City of Elmhurst USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Eugene Godek Position: Firefighter Age: 32 Department: Fire Department Date: January 6, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Pleasant and polite; appropriately respectful of others, especially those in superior positions to him Will defer to those in positions of authority Very quiet and reserved by nature Communicates in an acceptable fashion Demonstrated acceptable listening skills Has a background in competitive sports, and we view him as a collaborative and loyal team player Expected to forge comfortable and genuine relationships with his peers On the other hand, we sense that the candidate could be more confident in his abilities In short, he strikes us as self-conscious PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: States that he possesses a e2 80 9cpassion e2 80 9d for his work Scored above average on our measures of altruism even though he is striving for self-satisfaction in his work Also drawn to the variety, activity, and mental and physical challenges involved in the fire service For example, he scored high on our measures of excitement-seeking Should be viewed as a mature and approachable public servant by citizens on first impression JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Possesses the appropriate certifications and licenses required to perform the position in question In particular, he has earned his EMT-B, paramedic e2 80 99s license, and B.O.F. certification Came across as open and honest in discussing some of the regrets and disappointments that he has had in his life thus far For example, ten years ago, he received a DUI which dramatically altered his outlook on life as he no longer consumes alcohol Expected to honor his commitments and obligations We believe he fully understands that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Rates above average on our measures of conscientiousness, which was not entirely reflected in the materials he submitted as part of his assessment Competitive person who will strive to meet or exceed departmental performance standards in most areas Active, energetic, and a dedicated individual with a strong work ethic Presently works a couple of different jobs, occasionally totaling as many as 80 hours a week Rates high on our measures of achievement motivation and self-discipline Serious about his duties and essential job functions Reliable, dependable, and consistent in his basic work habits Strong track record for attendance and punctuality Has had positive relationships with most of the authority figures in his life Applicant has followed the rules throughout most of his life; will adhere to departmental policies and procedures COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: During his four years with the Montgomery and Countryside Fire Protection District, this person has witnessed a wide variety of emergencies and trauma Sensitive to the stress placed on families as they watch a loved one suffer As such, we have few concerns about this individual e2 80 99s bedside manner in dealing with patients in terms of empathy, compassion, and the ability to convey reassurance Keeps himself in very good physical condition, and he enjoys various sports and recreational activities Small but supportive base of family and a couple of close friends With all of this said, we observed this person to be prone to worry; may need some encouragement to find methods for appropriately processing his emotions Possesses no potentially harmful habits that would impair his performance on the job As mentioned previously, the applicant abstains from the use of alcohol Special Training & Orientation Concerns An approachable and understanding supervisor who will help the applicant adjust to his new surroundings PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MEETS LEVEL MEETS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Godek submitted a Personal History Form that was accurate, but it could have contained a higher degree of detail and information. In addition, Mr. Godek did not always adhere to the proper rules of spelling and grammar on his Personal History Form. We also administered one other writing sample which was a discussion of a highlight and a setback during the applicant e2 80 99s career in the fire service and EMS. On this exercise, this applicant demonstrated acceptable writing ability by using appropriate grammar and syntax. Moreover, Mr. Godek did a much better job of providing the pertinent details. A review of Mr. Godek e2 80 99s scores on the above-reported Wonderlic Basic Skills Test are reassuring. All things considered, the candidate has the ability to learn the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate demonstrates solid emotional intelligence as evidenced by his ability to show empathy at the scene of a tragedy. PART IV Based on our observations and assessment, we evaluate Mr. Godek to be an acceptable applicant for the position in question. The candidate claims that he first took an interest in the fire service and EMS about six or seven years ago. However, Mr. Godek was faced with family obligations, which meant sticking with his job for a landscaping company. To the candidate e2 80 99s credit, he has been steadily employed with that company since the spring of 2006. Beginning in 2016, Mr. Godek began pursuing his dreams of becoming a firefighter/paramedic. Steadily applying himself, the applicant earned the necessary credentials to become a fire medic as stated in Part II of this report. There is no question that that this candidate is a hard worker. Between his 24 to 48 hours a week at the Montgomery and Countryside Fire Protection District, the candidate continues to work with his long-time employer Bic Yardworks. Mr. Godek also recently purchased a truck so that he can earn additional income for his family by plowing snow in the winter months. All told, this individual often logs as many as 80 hours a week. While he seemed a little tentative and anxious about the assessment process, this was his first time through any kind of psychological examination. Overall, there is a lot to admire about the applicant. Mr. Godek is a mature, honest, and empathetic applicant with a strong work ethic. Therefore, in light of our overall review, we would recommend that Mr. Godek be given an offer to work as a Firefighter for the City of Elmhurst. SAL"', 'b"INDIVIDUAL ASSESSMENT Daniel Golaszewski Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Daniel Golaszewski Position: Police Officer Age: 23 Department: Police Department Date: January 6, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Respectful and cooperative Communicates clearly when speaking and listens well Open and honest in his dealings with other people without coming across as either rude or abrupt Rates high on our measures of agreeableness; should be able to forge comfortable working relationships with his fellow officers Looks forward to the camaraderie connected with a career in law enforcement Cheerful and optimistic; others will appreciate his positive attitude as part of the team On the other hand, the applicant admits that his initial impression is one of a quiet and reserved individual, which dissipates when this person gets to know people better PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Scored above average on our measures of altruism Seemed genuine and sincere in his desire to serve, protect, and assist others in need Also drawn to the variety, activity, and mental and physical challenges involved in a law enforcement career Fairly extensive customer service background in his employment at AT&T; will be polite and courteous in his interactions with citizens Should be viewed as an approachable and credible officer despite his somewhat youthful appearance JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: College degree is in cyber security, which required the candidate to enroll in no less than seven courses in criminal justice Had supervisory experience at AT&T and other places of employment Came across as open and honest in discussing some of the regrets and disappointments he has had in his life thus far Expected to honor his commitments and obligations No brushes with law enforcement Reports never having used any kind of illegal substances Fiscally responsible to date WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Active, energetic, and dedicated individual with a strong work ethic Rates high on our measures of achievement motivation and self-discipline Reliable, dependable, and consistent in his basic work habits Followed the rules throughout his life; expected to do the same with guidelines and policies Compliant and dutiful individual who will adhere to standard operating guidelines Strong track record for attendance and punctuality Has had positive relationships with most of the authority figures in his life Looking for an honest and approachable supervisor offering direct feedback to help him learn and grow COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Able to enforce rules and regulations in a diplomatic and courteous fashion On the other hand, he is untested in the area of enforcement of rules despite supervising at AT&T; states that discipline was handled by the store manager Regardless, he might be a stickler for the rules; will require some guidance on how to be more flexible Keeps himself in very good physical condition, and he enjoys various sports and recreational activities to promote relaxation Small, but supportive base of family and a couple of close friends Lives at home, but has been involved in a steady and committed relationship this past year Not prone toward prolonged periods of worry or depression Possesses no potentially harmful habits that would impair his performance on the job or derail his goals and objectives For example, the candidate consumes alcohol in moderation Special Training & Orientation Concerns Coaching and advice on how to handle routine enforcement situations to avoid being seen as rigid and by-the-book Open and honest feedback on his job performance A serious discussion about his plans for a career in law enforcement as he is likely to seek to use his cyber security degree in a federal role Exploring ways to take advantage of the candidate e2 80 99s computer capabilities to the advantage of the department PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Golaszewski submitted a Personal History Form that was accurate and contained sufficient detail and information. In addition, Mr. Golaszewski used proper spelling and grammar on his Personal History Form. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career in law enforcement. On both of these exercises, this applicant demonstrated acceptable writing ability. This person sought to present his highlight and setback in a succinct, outline form, but in his favor, Mr. Golaszewski employed the appropriate grammar and syntax while providing the pertinent details. The score recorded on the verbal abilities section of the Wonderlic Basic Skills Test is lower than desired, but regardless, we do not have any reason to believe that Mr. Golaszewski will struggle with the paperwork and report writing piece of the position in question. All things considered, the candidate clearly possesses the ability to both learn and master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Golaszewski to be an acceptable candidate for the position in question. Unlike many public safety applicants, especially those looking for a career in law enforcement, Mr. Golaszewski e2 80 99s route to the job has not be very traditional. According to the candidate, his only connection with law enforcement is through several relatives who are police officers in Poland, where his parents resided before immigrating to the United States prior to the birth of Mr. Golaszewski and his younger brother. In college, the candidate pursued a degree in cyber security, and he graduated from Loyola University with his B.S. degree in the field in 2018. With the ongoing War on Terrorism, cyber security will be a key focal point for the United States and other sovereign nations. As a result, we wonder how long Mr. Golaszewski will remain with the Schaumburg Police Department should he receive an offer from a federal agency involved in cyber security operations. As a result, it is worth having a frank discussion with Mr. Golaszewski about his career intentions in light of his formal education. Perhaps, even more important for the department, it would be worth the agency e2 80 99s time to explore ways to take advantage of the candidate e2 80 99s computer savvy and skills for its own use. Regardless, in light of our overall, favorable review of this individual, we would recommend that Mr. Golaszewski be given an offer to work as a Police Officer for the Village of Schaumburg. SAL"', 'b"INDIVIDUAL ASSESSMENT Elia Gonzalez Village of Matteson USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Elia Gonzalez Position: Police Officer Age: 31 Department: Police Department Date: May 31, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Late by 15 minutes for her appointment at our office; attributed delays to her medical examination which was scheduled for the same day This situation caused the candidate to be flustered initially, but to her credit, she settled down and seemed more relaxed for the remainder of her assessment Casually attired, but neatly groomed for her appointment Energetic and expressive communicator, who is easy to engage in conversation Overall, she is likely to be perceived as more approachable than authoritative INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Although there is a dramatic side to this person e2 80 99s disposition, we do not see her as engaging in gossip and rumors with her fellow officers She has been described by past and present colleagues as upbeat and friendly Speaks with energy and enthusiasm; hence people will enjoy being in her company Outgoing and gregarious nature speak to being more of an extravert than an introvert Possesses a strong preference for being part of a team as opposed to working in isolation from her peers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Various personal issues have sidetracked this individual from pursuing a career in public service, to include enlisting in the U.S. Marine Corps after graduating from high school This person wants to make a positive impact in her community She has not engaged in any volunteer work in her community, stating that she has a lot going on in her life filling up her schedule Besides wanting to make a difference, this individual is drawn to fast-paced and exciting environments after having spent many years working in a public library JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: No formal education or training in law enforcement Has not performed any kind of work pertaining to law enforcement, such as private security or loss prevention She has had limited contact with the Calumet City Police Department, who have been called on occasion to handle disruptive patrons at the Calumet City Public Library According to the candidate, the Calumet City Public Library was situated in a e2 80 9crough neighborhood, e2 80 9d but we do not see this as something which would have particularly prepared her well for becoming a sworn police officer WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Terminated by the Calumet City Public Library for her frequent tardiness Although the applicant only worked four days a week at the library, she admitted to being late two or three days a week on average When coworkers began to complain that allowing the applicant to be late while they were required to be on time, her supervisors took action and terminated this individual As noted above, the applicant was late for her appointment at our office, and even she acknowledges that she could e2 80 9cmost definitely improve e2 80 9d her time-management skills Despite the observation that this individual tried hard to make herself look like an outstanding candidate on paper with her distortion of our measures of conscientiousness, we see her as lacking the self-discipline to perform the position in question RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Has not worked in any kind of a military or paramilitary type of setting even though she harbored ideas of wanting to join the Marines right after graduating high school Problems with tardiness will not sit well with her superiors who will expect her to be on time for her shift Has had prior brushes with the law, with her most serious offense involving battery against a woman the applicant accused of having an affair with her father We believe the rules and regulations required to serve as a sworn police officer will cause the candidate to struggle to adjust to her new surroundings ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: This individual strikes us as excitable, which will not serve her well in dealing with dangerous encounters on the street Admits that there have been several occasions at different places of work where she has felt stress, which has a tendency to easily overwhelm her Having to multi-task on the job will cause this person stress and frustration Has been involved in incidents of domestic battery at the hands of the father of her two youngest children LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Working hard to raise her three children as a single mother Overall, has managed her finances reasonably well; currently renting her home, has $10,000 remaining on her car loan, and credit card debt of $3,000 Nevertheless, based on her distortion of our personality tests, we think that this person is sensitive about her shortcomings In light of this observation, she is likely to become defensive in the face of constructive criticism as she did when she was cautioned about improperly managing her impression on our standardized measures of personality skills OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Acknowledges that when upset she tends to personalize, especially when engaged in arguments or disputes with other people The pressure and stress of serving as a sworn police officer are likely to overwhelm this individual While she is drawn to fast-paced situations, they do not necessarily serve her personality well as they tend to make her even more excitable Much of her life at the present time is devoted to the care of her three children, ages 11, eight and nine; she has been their sole source of financial and emotional support For the past three months the candidate has been dating a Calumet City police officer, who has been a source of some support for her Special Training & Orientation Concerns This person would be best served by first looking for work in an auxiliary position, such as a CSO or in security if she is serious about becoming a sworn police officer We do not see her as prepared or ready for the job of a municipal police officer PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Ms. Gonzalez completed her Personal History Form in a complete and comprehensible manner. She provided accurate and sufficiently detailed information that was easy to follow. We also administered two other writing samples (both of which were typed). On each of these exercises, this applicant demonstrated excellent writing ability. In particular, this person was attentive to most of the important details. Furthermore, Ms. Gonzalez wrote in clear, definitive, and complete sentences, while making use of proper grammar and syntax. These observations lead us to believe that the candidate could capably handle the paperwork and report writing demands of the position in question. The fact that Ms. Gonzalez performed well on both sections of the Wonderlic Basic Skills Test also bodes well for her ability to learn quickly. Ms. Gonzalez strikes us as having good intellect and fairly good common sense, although some of her personality traits will impede her effectiveness on the street at this time. Having no training or experience in law enforcement related roles, this makes us very cautious about the candidate e2 80 99s suitability for the job of a sworn police officer. PART IV Based on our observations and assessment, we evaluate Ms. Gonzalez to be an unacceptable applicant for the position in question at this point. We do not see that appointing her to a sworn position would be doing her or the community much good at the present time. Ms. Gonzalez is not properly prepared for the role of a police officer. Possessing an excitable temperament, this will not serve her well on the street without the proper training and experience in comparable situations. We suspect that multi-tasking is a challenge for her, and if this is the case, she will struggle during her probationary period to handle the multiple duties and responsibilities entailed in the job. If she were e2 80 9cwashed out, e2 80 9d so to speak, during her probationary period, neither Ms. Gonzalez nor the Matteson Police Department would gain from the failed experience. We believe that it would be in Ms. Gonzalez e2 80 99s best interest to start at a lower level in a police agency. For example, she might try serving in an auxiliary role, such as that of a community service officer. This would allow her to learn about the ins-and-outs of a municipal police department. This would also provide her exposure to the rules and regulations of a paramilitary organization. Ms. Gonzalez would be forced to overcome her perennial problems of lateness and time management if she expected to remain in her job. In addition, the applicant would have the opportunity to interact with the public, and have a chance to enforce laws and ordinances such as those associated with parking violations. However, in light of our cautious review at this time of this candidate, we would are not in favor of recommending that Ms. Gonzalez be given an offer to work as a Police Officer for the Village of Matteson. SAL"', 'b"INDIVIDUAL ASSESSMENT Jesus Gonzalez City of Crystal Lake USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jesus Gonzalez Position: Police Officer Age: 24 Department: Police Department Date: July 16, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and in very good physical condition; attired in a dress shirt and tie Professional, respectful, and energetic in his presentation Confident and straightforward in the way he expressed himself; candid and open Came across as sincere and well-intentioned Despite his relatively young age, he should be able to project an approachable and credible presence to inmates and citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and generally agreeable in his interpersonal style Gregarious and likeable individual who enjoys working collaboratively and cooperatively with others Average needs for inclusion and acceptance from others Will be selective in his choice of close friends, but will treat others with common courtesy and respect Background in competitive sports; should prove to be a team player PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Genuine and sincere in his desire to make a positive impact on the lives of others Emphasized his desire to contribute toward positive change in his community Drawn to the activity, variety, and service aspects of being a police officer Currently serving as a sergeant in the Army National Guard; this individual is also drawn to the discipline, structure, and rigor of life within a paramilitary organization JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in law enforcement and justice administration (with a minor in Spanish) from Western Illinois University in 2017 Completed a three-month internship with the Crystal Lake Police Department as part of his degree program Currently working as a corrections officer with Lake County where he was trained to be a member of the response team (employed since March of 2018) Enlisted in the Army National Guard his junior year of high school (2012); currently holds rank of E-4 Trained as an infantryman; no deployments or unit activations Background in customer service work in the retail sector WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Determined and goal-oriented individual with high needs for achievement Focused and persevering approach to his duties and responsibilities Earned an Army Commendation Medal during a training exercise with a new and unfamiliar job function Rates very high on our measures of conscientiousness Reliable, positive, and dependable in his basic work habits; not one to show up late or take days off Will strive to meet and exceed departmental performance standards RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for those in positions of authority by his parents Generally positive relationships with his previous bosses and supervisors Respectful and accommodating in his interactions with supervisors Will be deferential toward superiors and more senior officers; will strive to earn their respect and trust Follows the rules; will adhere to departmental policies and procedures Enthusiastic and eager to improve himself; open and receptive to corrective feedback ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident and straightforward in his communication style; comes across with tact and conviction Does not come on strong, but will hold the line when his authority is challenged Dealt with conflicts and disagreements in a correctional setting with persistence, adaptability, and persuasiveness Not easily intimidated or rattled Expected to be fair and firm in his interactions with others With the proper training and some experience under his belt this area may emerge as a major strength for this young applicant LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: From all indications this applicant began assuming responsibility for himself and his actions at an early age Open and receptive enough to listen to the advice and guidance of some key authority figures in his life Talked about some of the regrets and disappointments he has had in his life thus far Able to acknowledge his own contribution to problems and setbacks when they occurred No brushes with law enforcement; admitted to smoking marijuana a couple of times at the age of 16 Expected to hold himself accountable for his actions on and off the job OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted Not prone toward prolonged periods of worry or depression Active and energetic individual who likes to remain busy; works out six or seven times a week Supportive family and a close circle of friends with whom he enjoys a few social and recreational outlets Positive self-image and rather thick-skinned in the face of criticism Expected to roll with the punches when faced with adversity and frustration encountered on the job Special Training & Orientation Concerns We fully expect this ambitious and motivated applicant to catch on rather quickly during his academy time and field training. Can be a perfectionist at times. Very organized, well-prepared, and methodical. May need to demonstrate flexibility and adaptability in new and novel situations. This candidate should be a pleasure to supervise and has the potential to demonstrate leadership abilities over time on the job. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Gonzalez provided a neatly typed and reasonably detailed account of his personal and professional background. In so doing, this applicant provided all relevant information and a degree of elaboration whenever it was necessary. Overall, Mr. Gonzalez demonstrated average writing ability, as he was able to express himself in complete sentences most of the time. Overall, we evaluate Mr. Gonzalez to possess average mental ability. This assertion is supported by his academic and occupational accomplishments to date, his test scores, and by the way he was able to express his thoughts and ideas during his assessment. Stating that he grew up speaking Spanish, Mr. Gonzalez remains fluent in that language. Mr. Gonzalez provided several scenarios and situations in which he demonstrated sound judgment and rational decision-making, which we believe he will employ in a position as a police officer. All things considered, this motivated and determined individual will make it a point to master the essential information and skills required to become a police officer. PART IV The oldest of three children, Mr. Gonzalez spent most of his youth in northwest suburban Carpentersville, Illinois, where he continues to reside with his parents and younger twin siblings. Mr. Gonzalez e2 80 99s parents encouraged him to pursue a career from an early age. He heeded their advice, but there was no money available for him to attend college, which sparked his interest in the military. According to Mr. Gonzalez, it was his Army recruiter who steered him toward police work and law enforcement as a career choice and assisted him in selecting one of the better law enforcement curriculums in the country at Western Illinois University. Considering himself lucky and fortunate to have had people take a genuine interest in him, Mr. Gonzalez was able to complete his degree without any activations or deployments. During his interview, this candidate came across as sincere and genuine in his desire to serve and protect the public. Furthermore, it was our sense that his recruiter and some of his immediate supervisors in the Army recognized the passion and commitment we also observed in this determined individual, as he has already earned the rank of Sergeant in his unit. Based on our observations and assessment, we evaluate Mr. Gonzalez to be an acceptable applicant for the position in question, as he received favorable ratings on all of the key dimensions connected with success as a police officer. A resourceful and persevering young man, Mr. Gonzalez has made some sacrifices and found ways to better his qualifications and credentials for a law enforcement career by furthering his formal education in criminal justice and by familiarizing himself with the discipline and structure involved in the military and in a corrections facility. We observed him to be a confident and straightforward applicant who should prove to be a pleasure to supervise because of his work ethic and determination to improve himself. Therefore, in light of our favorable review, we would recommend that Mr. Gonzalez be given an offer to work as a Police Officer for the City of Crystal Lake. ERL/JWB"', 'b"INDIVIDUAL ASSESSMENT Michael Grieco City of Chicago Heights USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Michael Grieco Position: Police Officer Age: 23 Department: Police Department Date: July 19, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Relatively well-groomed for his appointment, yet his beard was not closely shaved Neatly attired in a suit and tie; professional presentation Physical bearing enhances his credibility as an authoritative police presence Speaks in a flat monotone voice which might hamper his approachability with the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Claims that one of his qualities is e2 80 9ccharisma, e2 80 9d yet we found little evidence to support this assertion Instead, he strikes us as rather matter-of-fact, and his tone of voice lacks emotion Overall, he will be honest and straightforward in his dealings with his fellow officers as well as the members of the public Having participated in organized sports as a youngster and through high school, and he enjoys being part of team that has a mutual goal of shared success PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Drawn to the integrity behind the badge Feels particularly compelled to obstruct certain crimes such as drug use, which has plagued his family of origin Overall the candidate is committed to public service As evidence of this, the candidate has helped coach youth football in his spare time JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree in criminal justice from Moraine Valley Community College, which was awarded in 2016 Hired as an auxiliary officer at the Crestwood Police Department in May of 2018 In his capacity as an auxiliary officer with the Crestwood PD, he patrols the parking lots at local shopping malls and writes violations In addition, he responds to minor automobile accidents and helps direct traffic WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: This person prides himself on working at least 60 hours a week Specifically, he holds two part-time jobs, one with the Crestwood Police Department and the other as a driver for a dialysis care service We see this individual as a go-getter who will show initiative and become a productive officer at the agency over time Reliable candidate who rarely calls off sick for work or is tardy for his assigned shift Because the candidate is conscientious, he tends to dwell on his mistakes RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to respect those in positions of authority Never terminated from any previous place of work Reports only one disciplinary action against him around age 19 or 20 for calling off work without a suitable back-up replacement Responds well to a supervisor who is helpful and answers his questions Wants to be treated fairly ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Has enforced rules while working as an auxiliary officer with the Crestwood PD, as well as having supervisory experience at a restaurant Has no trouble asserting himself when needing to enforce rules and regulations As noted above, the applicant e2 80 99s approachability could use some improvement Will need coaching and guidance on handling potentially dangerous situations, such as domestic interventions At the same time, we do not anticipate the applicant will create an officer safety problem LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Has conducted himself in a responsible fashion throughout most of his life For example, he has never been arrested, although the applicant admits to using marijuana on a handful of occasions before entering college Experienced first-hand the potential devastation caused by illegal drugs within his immediate family; knows the dangers inherent with usage and will steer clear Has behaved responsibly with respect to his finances Overall, he will hold himself accountable for his actions without making excuses for his behavior OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: If appointed to the position in question, he will likely remain Claims to have a fairly good support network of friends Appears to have no harmful habits, which would interfere with his ability to perform his position in an acceptable manner Stated consumption of alcohol seems sensible, rarely exceeding four drinks per evening To help reduce any tension and stress in his life, he exercises as many as five to six times a week Special Training & Orientation Concerns Caution about dwelling on his mistakes to the point that that he allow these feelings to adversely impact his mood on the job Coaching and guidance on handling potentially dangerous citizen encounters, such as those experienced during domestic disputes Oversight of his written reports and paperwork in general in order to make sure that he provides complete and appropriately detailed information in these critical documents PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading BELOW AVERAGE BELOW AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Grieco provided straightforward answers to our questions, and an acceptable amount of detail. On the two other writing samples (one handwritten and the other typed) administered to Mr. Grieco, he demonstrated reasonable writing ability. In these exercises, he typically wrote in clear, definitive, and complete sentences, while being attentive to grammar and syntax. Beyond the basics, Mr. Grieco could stand to elaborate his written accounts. Due to the sensitivity of police documentation, we suggest monitoring his paperwork during his probationary period. The above-reported test scores registered by Mr. Grieco fall below average, yet he received his associate e2 80 99s degree in 2016 while maintaining above average grades throughout. Overall, this candidate expresses himself appropriately and with relative ease, and we believe he possesses the proper thinking skills to perform police work. We also anticipate that he will exercise good common sense and sound judgment when addressing assigned duties and tasks. PART IV Based on our observations and assessment, we evaluate Mr. Grieco to be an acceptable applicant for the position in question. The applicant admits that in high school, he was unsure about his choice of a career. While law enforcement was on his mind, he also contemplated teaching or the possibility of working in the trades. However, after taking a couple of criminal justice classes at Moraine Valley Community College, his mind was made up, and he settled into a curriculum that would lead to his associate e2 80 99s degree in the field. At present, this person is serving as an auxiliary officer with the Crestwood Police Department. Mr. Grieco has had some enforcement responsibility in that position, and those tasks requiring him to write citations have been handled appropriately by the applicant upholding the village e2 80 99s rules and ordinances. Although he would benefit from improving his approachability from the public e2 80 99s perception, we believe this individual should develop into a good officer with experience and proper guidance. Mr. Grieco has the requisite skills and mental ability to handle the demands of police work but may need to elaborate when certain details are essential to proper documentation. Regardless, we like this hardworking and committed candidate, and in light of our favorable findings and review of his qualifications, we would recommend that Mr. Grieco be given an offer to work as a Police Officer for the City of Chicago Heights. SAL"', 'b"INDIVIDUAL ASSESSMENT Billal Haleem Village of Alsip USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Billal Haleem Position: Police Officer Age: 30 Department: Police Department Date: April 1, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut, well-groomed personal appearance Neatly attired for his appointment at our office, wearing a dress shirt and tie Speaks clearly and articulately; makes good eye contact when talking to others Projects an authoritative and credible police presence Pleasant and polite manner will allow the applicant to be seen as approachable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Considerate and respectful of others Will defer to the experience and knowledge of his fellow officers who are more seasoned Will be seen as helpful and accommodating Quiet disposition might be mistaken by some for a lack of friendliness, but after spending time with this person, people will warm to his personality This person is basically shy and will likely put the onus on his peers to reach out to him Able to operate alone during shift, but he also appreciates the opportunity to work as part of a team PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: This person has always harbored thoughts of working with the public For example, the candidate first considered a career in teaching history, but felt that the job lacked the impact of working as a police officer Seeks a profession where he can be proactive as opposed to reactive Along this same line, the applicant is attracted to the variety and excitement associated with the job In keeping with his initial interests in teaching, this individual enjoys helping new employees learn their jobs, and as such, he aspires one day to be a police officer FTO; he presently performs that role for the Cook County Sheriff e2 80 99s Department JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Currently, the candidate is a few credits short of earning his A.A.S. degree in criminal justice from Daley College in Chicago Since April of 2011, he has been employed with the Cook County Sheriff e2 80 99s Department Prior to be assigned a place at the jail, the candidate successfully completed the sheriff e2 80 99s training academy at Moraine Valley Community College during 2011 This person has been assigned on two separate occasions to Division 9, the maximum security potion of the correctional facility WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Raised by his parents with a strong work ethic In fact, this person has a habit of becoming so focused on completing his tasks and responsibilities that he can sometimes be accused of tunnel vision along with acting like a perfectionist Overall, the candidate rates exceptionally high on our measures of conscientiousness In particular, he possesses a strong sense of commitment to doing the job right as well as rating high with respect to his level of self-discipline Rarely misses a day of work for illness and he will be seen as punctual and prompt for his shift assignments RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to respect those in positions of authority Throughout his life he has enjoyed positive relations with authority figures from teachers to bosses Respects a hardworking supervisor who leads by his or her own example of commitment to the job Because he will be new to municipal policing, the applicant will appreciate a supervisor who is accessible and approachable ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Although the applicant is untested on the street, he has been assigned to hazardous situations at his present place of work, the Cook County Sheriff e2 80 99s Department According to the candidate, he has not experienced any serious incidents due in large part to how he approaches the inmates at his facility Sets about treating everybody with respect; speaks to inmates without condescension and without antagonizing them which should help minimize officer safety hazards Overall, we observed the candidate to possess a great deal of compassion for others, especially those in need LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: At age 30, this person conducts himself in a mature and responsible fashion Throughout his life, he has acted with good judgment and common sense For example, he has never been arrested or used any kind of illegal substances In fact, his most serious offense has been a single traffic ticket on his driving record Presently married; his wife has a 10-year old son from a previous relationship he helps to raise Expected to hold himself accountable for his actions; will not be inclined to make excuses for his behavior OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: This person sticks with what he starts; as noted above, he has been in present position with the Cook County Sheriff e2 80 99s Department for the last eight years Family is very important to this person, and he devotes a significant amount of time and effort to participating in his stepson e2 80 99s activities, to include coaching his sports The applicant also enjoys exercise, which he does five to six times a week Due to in large part is religious convictions, the candidate does not consume alcohol In sum, this person possesses no harmful habits which might interfere with his ability to perform the position in question Special Training & Orientation Concerns Coaching on managing his time in such a way that he does not allow his high degree of focus on a single task to distract him from his other duties and responsibilities Monitoring his paperwork and report writing to make sure that it is complete with the proper attention to all of the important details PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s online materials submitted as part of our assessment, Mr. Haleem took the time to be accurate. However, his level of detail was not particularly noteworthy. We also administered two other writing samples (both of which were typed). On all of these exercises, this applicant demonstrated acceptable writing ability in terms of being able to express his thoughts clearly. However, on his mock police report, he provided too few details. Again, as noted previously, Mr. Haleem did manage to write in clear, definitive, and complete sentences, while also making effective use of the proper grammar and syntax. In light of these observations, we suspect that Mr. Haleem e2 80 99s paperwork and police reports will require monitoring during his probationary period to make sure that he submits a complete and detailed final product. As Mr. Haleem e2 80 99s above-reported test scores indicate, he is quite bright. In fact, the applicant expressed the desire to one day work on his master e2 80 99s degree. Perhaps, this person e2 80 99s strongest point resides with his empathy and compassion, which are both components of a high degree of emotional intelligence. PART IV Based on our observations and assessment, we evaluate Mr. Haleem to be an acceptable applicant for the position in question. This individual has in the past five years endured serious personal hardship with the loss of both his father and his mother at relatively young ages. Mr. Haleem is the oldest of six children, and from an early age, he developed a strong sense of duty, obligation, and responsibility. Respect for others along with valuing the importance of hard work were also strongly emphasized in his family of origin. There is obviously a lot that we like about this individual, who accumulated a fair number of strong ratings in Part II of this report. As we discussed previously in our findings, this individual has always harbored thoughts about serving the community in one capacity or another. Initially, with his interest in history, Mr. Haleem thought about teaching the topic in a classroom setting. However, after taking a couple of collegiate elective courses relating to criminal justice, Mr. Haleem switched his career interests away from teaching and toward law enforcement. Ironically, this person e2 80 99s teaching interests remain in part as he currently serves as a field training officer as well as deputy sheriff with the Cook County Sheriff e2 80 99s Department. Moreover, Mr. Haleem hopes that once he gains experience with the Alsip Police Department, he might assume a similar role as an FTO. Therefore, in light of our overall favorable review, we would recommend that Mr. Haleem be given an offer to work as a Police Officer for the Village of Alsip. SAL"', 'b"INDIVIDUAL ASSESSMENT Aaron Harper Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Aaron Harper Position: Police Officer Age: 24 Department: Police Department Date: November 12, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines 40 minutes late for his appointment time at our office, but kept us up to date on his progress; extremely apologetic upon his arrival Appropriately dressed in a suit and tie Overall, comes across as anxious and unsure of himself Fails to project a credible police presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: There is no question that the candidate is a well-intended individual Most people will perceive him as pleasant and polite On the other hand, the candidate e2 80 99s communication skills are poor The applicant struggles to articulate his thoughts, often using the wrong words when trying to express himself While it might be easy to want to attribute the applicant e2 80 99s anxious way of speaking to his nervousness over being late for his appointment, there are indications that his problems in communicating have been evident to others In short, his past and present coworkers and bosses claim that he is e2 80 9ctoo talkative e2 80 9d Furthermore, these same people assert that he tends to elaborate and digress from the topic at hand, and he needs to get to the point Overall, he will struggle to be accepted by his fellow officers and likely be seen as frustrating PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates very high on our measures of altruism Has a history of volunteering his time to assist others in need On the other hand, this person possesses extremely high needs for excitement States that his primary reasons for seeking a career are the appeal of working in a job that is ever changing and presents a diversity of activity The different specialty areas of police work are also appealing to this applicant JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in 2017 from Western Illinois University, majoring in law enforcement and justice administration Performed a three-month internship with the Maywood Police Department, also in 2017 Has no jobs related to actual law enforcement, like private security or loss prevention On the other hand, he served as a student manager for catering events while attending Western Illinois University In addition, he has had customer service experience at his first job at Jewel-Osco and later at a Pizza Hut restaurant WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Good work record with Pizza Hut, where he worked for almost three years between May of 2014 and February of 2017 Given supervisory responsibility for his hard work and efforts Praised for being hardworking Rates high on our measures of achievement motivation; he has high aspiration levels and will work hard to achieve his goals On the other hand, no doubt due in part to his anxious personality, the applicant has been criticized for being easily distracted and struggling to stay focused RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: This individual will look to his superiors for guidance In his own words, he seeks e2 80 9cstep-by-step e2 80 9d instructions on how to perform his job properly This person possesses a low tolerance for ambiguity; constant communication is a must for him Obedient and compliant, he has never experienced problems at work with authority He has never been terminated at any previous place of employment Moreover, he has not received any disciplinary actions against him ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: This will be a major stumbling block for this candidate, particularly in light of our above-mentioned observations about his poor communication skills Lacking is self-confidence and assertiveness, it is hard to believe that he will be able to adequately handle the enforcement piece of the position in question Lacking a command presence, he will be perceived by the public as tentative and unsure of himself In sum, we see this person as a potential officer safety problem, for himself and others LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: There is evidence that this person has exercised poor judgment while attending college at Western Illinois University to study law enforcement In particular, he was arrested twice while at college: once for driving a car that was not his own and charged with vehicular trespassing and on a second occasion for underage drinking Also, during his freshman year at college, after declaring a major in law enforcement and justice administration, the applicant smoked marijuana on at least five different occasions Continues to live at home with his mother; is not involved in any significant long-term relationship at this time Overall, this person e2 80 99s maturity seems questionable for a public safety position of this importance OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Nervous and anxious, he will struggle to meet the expectations of his FTO e2 80 99s and other superiors in the department Lacking in confidence and self-esteem, the enforcement piece of the position in question will be very difficult for him; failure to perform will negatively impact his confidence and self-esteem further Although the applicant badly distorted his personality tests scores in order to make himself look calm and composed, he is a nervous individual who strikes us as unsuited for police work, at least at this point in his life While the candidate has several years of customer service experience, he has not held a position for any length of time to demonstrate that he can effectively cope with the negativity and resistance he will likely encounter on the streets in an adaptive manner At present, he lives at home with his mother and stepfather along with a younger sister; from all indications, his family serves as a source of comfort and support To help relieve tension and stress, this person prefers being active by working out or playing soccer He also spends a considerable amount of time playing online videogames, anywhere from 30 minutes to 3 hours, 3 - 5 times a week Special Training & Orientation Concerns This individual is not well-suited for a career in Iaw enforcement at this point in his life. He might, however, benefit from an auxiliary position as a CSO (Community Service Officer) to allow time to work on his interpersonal skills and increase his confidence. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Harper submitted a Personal History Form that was reasonably accurate but lacking in sufficient detail and information. In his behalf, however, Mr. Harper did use proper spelling and grammar. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career in law enforcement. On both of these exercises, this applicant demonstrated much better writing ability. Not only did he pay attention to using appropriate grammar and syntax, but he performed a far better job of offering the pertinent details and background information. His above-reported score on the verbal abilities portion of the Wonderlic Basic Skills Test, predicts positively as well for the applicant e2 80 99s aptitude in handling paperwork and report writing. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate demonstrates acceptable EQ. While he is nervous and anxious, he is able at the same time to feel empathy and understanding for other people and their suffering and plight. PART IV Based on our observations and assessment, we evaluate Mr. Harper to be an unacceptable applicant for the position in question. It would be easy to attribute the applicant e2 80 99s poor performance on our assessment process to being 40 minutes late for his scheduled appointment at our office. Apologetic, perhaps, to a fault, he certainly was unsettled by the start of his day. On the other hand, we have evidence from his past and present bosses that Mr. Harper is a nervous and anxious individual, regardless. Overly talkative, to the point of being bothersome, it is hard for this individual to stay focused and on-track with the topic at hand. We have no doubts that Mr. Harper is a likeable and polite young man. However, we believe he will struggle to complete his probationary period with the Schaumburg Police Department. As we stated previously in this report, he is a nervous and tentative individual who will not be able to handle the enforcement piece of the position. It might be helpful for this person to set his sights lower for the time being and search for openings in auxiliary positions, like those found as a CSO (Community Service Officer). Finally, we have also raised doubts about Mr. Harper e2 80 99s maturity. In particular, his judgment while studying law enforcement and justice administration during college is highly questionable. As noted above, he was arrested twice and used illegal drugs after declaring his major in law enforcement and justice administration. Therefore, in light of our many stated concerns and reservations, we would not recommend that Mr. Harper be given an offer to work as a Police Officer for the Village of Schaumburg. SAL"', 'b"INDIVIDUAL ASSESSMENT Kyle Heneghan Village of Hinsdale USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for several years. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kyle Heneghan Position: Police Officer Age: 23 Department: Police Department Date: March 6, 2017 School Degree Year Graduated GPA Victor J. Andrew High School H.S. Diploma 2012 3.80 University of Iowa B.S. Degree 2016 3.40 Recent Employment Position Dates American Hoist and Manlift Delivery Driver 6/16 e2 80 93 present Student Disability Services (Iowa) Media Services Tech 9/12 e2 80 93 5/16 Village of Tinley Park Public Works Seasonal Laborer 5/15 e2 80 93 8/15 Licensures & Certifications Where Earned Dates None listed Military Branch Service Years Highest Rank Terminal Rank Type of Discharge Did not serve Father e2 80 99s Occupation Mother e2 80 99s Occupation Birth Order Childhood Residence Salesman School Food Service Youngest of three Tinley Park, IL Professional and Civic Affiliations Hobbies and Interests None reported Working out Water polo Sports PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Brush haircut and dressed in a suit and tie; professional and upbeat presentation Smiling, jovial, and very cooperative during his time at our offices Engaging and fairly confident in his presentation; honest and sincere Physical size adds to his ability to project an authoritative presence despite relatively young age Will be viewed as an approachable and capable officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and gregarious individual with a background in competitive sports Socially adept individual who enjoys large groups and social stimulation Above average needs for inclusion and acceptance from others Should prove to be a cooperative and collaborative team player Will be polite and deferential in his interactions with more senior personnel PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Worked as a lifeguard during and after high school; also served as a media technician for disabled students for four years during college Presently volunteers his time as an assistant water polo coach at his former high school Rates high on our measures of altruism Feels good about himself when he is able to make a positive impact on the lives of others Active and energetic person who also looks forward to the variety, activity, and opportunity to work out of doors as a police officer JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in sociology with an emphasis in criminology in 2016 Did not complete a law enforcement internship, nor has he ever been on a ride-along No experience in rules enforcement or supervisory positions Applicant has had some relevant customer service experience over the years WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness which was amply reflected in his thoroughness and detail orientation during his testing and assessment Consistently employed in some capacity since his junior year in high school Positive attitude; came across as enthusiastic and eager in describing most of his previous jobs Active and energetic young man who prefers to remain busy and occupied May prove to be a productive officer who will initiate his own activity RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Supportive and enabling relationships with most of the authority figures in his life Expected to be compliant and respectful in his interactions with his superiors As hinted above, this young and exuberant candidate will be eager to prove himself to his supervisors Disciplined and organized in his work habits; should prove to be a good fit for a paramilitary organization Open-minded and receptive to constructive criticism; will learn from mistakes ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Difficult to assess the candidate e2 80 99s potential in this area due to his limited experience in positions of authority other than his lifeguarding job during high school Confident and socially adept; should be able to forge a working rapport with most people During his training and probationary period, he will need to develop more of a command presence in certain situations Adept at problem-solving and tends to think quickly on his feet With the proper training and some experience under his belt this applicant should consistently improve in this area over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Overall, we evaluate this individual to be as mature as the average recent college graduate who has just returned home from his university studies On his behalf, he was open and candid regarding some of the regrets and setbacks he has had in his life Came across as honest and contrite about mistakes and appears to have learned from them Resides with parents, but has taken some steps to establish himself as an independent and autonomous adult Admitted to smoking marijuana about 14 times during his high school and early college years; none since deciding to pursue a career in police work OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and optimistic individual who is not prone toward prolonged periods of worry or anxiety Positive self-image; should be able to cope with the negativity and resistance encountered on the streets in this line of work without personalizing it Supportive base of family and quite a few close friends (most of whom are also pursuing public safety careers) Physically active individual who prefers sports and exercise to relax and blow off steam when necessary Special Training & Orientation Concerns Overall, this applicant exhibits above average potential to perform the essential job functions required of a police officer in terms of his intelligence, work ethic, and interpersonal skills. Moreover, we found him to be a very coachable and trainable recruit who will apply himself diligently. At the same time, Mr. Heneghan has absolutely no exposure to police operations. A bit of support and patience on the part of his FTO e2 80 99s and line supervisors will be needed with this relatively e2 80 9cgreen e2 80 9d candidate. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Police Officers AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Heneghan provided a neatly typed account of his personal and professional background that included relevant details and a degree of elaboration whenever it was necessary. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average to slightly above average writing ability. Although his hand printing style was a bit messy and difficult to decipher at times, this applicant amply demonstrated his ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Once he has been properly trained, we believe Mr. Heneghan will be able to produce professional and informative reports as a police officer. Overall, we evaluate Mr. Heneghan to possess above average mental ability. This assertion is supported by his grades throughout high school and college, and by his scores on our standardized tests (cited above). Mr. Heneghan graduated from Andrew High School in 2012 with strong 3.80 grade point average. While he was at AHS, this individual was involved in a couple of school sports while primarily taking honors and advanced placement courses. In addition, he also worked part-time. Considering a career in public safety, Mr. Heneghan set off for the University of Iowa in 2012 and returned with a bachelor e2 80 99s degree in sociology (criminology emphasis) in 2016, graduating with a reported 3.40 GPA. During his college years, he was a member of a social fraternity and was the captain of the university e2 80 99s club water polo team. All things considered, Mr. Heneghan possesses the ability to master the essential information and skills required to become a police officer. PART IV Mr. Heneghan is the youngest of three children who spent his developmental years in Tinley Park, where he attended local public schools. An outstanding student in high school, Mr. Heneghan began considering a career in public safety work during his early college years. Attributing his interest in police work to his involvement as a peer jurist in affiliation with the Tinley Park Police Department while he was in high school, Mr. Heneghan enjoyed the prospect of being able to make a meaningful difference in the lives of others. Along this line, we found him to be an altruistic person, who is sincere and well-intentioned in his desire to protect and serve the community. In this regard, Mr. Heneghan maintained that he completed a great deal of community service and volunteer work throughout high school and college. Although he has taken some steps to prepare himself for a career as a police officer by furthering his formal education with a criminology emphasis, Mr. Heneghan has not had any practical or relevant experience with law enforcement. At the same time, we believe his perception of what will be expected of him in this line of work is fairly realistic and objective, yet that is difficult to discern because he has never been inside a police cruiser or participated on a ride-along. There is certainly a lot to like about this individual in terms of his engaging interpersonal style, work ethic, and energy level, which predicts favorably for a very trainable and coachable recruit. Other than some experimentation with marijuana in his late high school and early college years, this applicant has kept his nose clean, and he struck us as honest and straightforward. In our experience, individuals with many of the same qualities fare well during their training and education in police work, but at the same time he will require a bit of patience on the part of his supervisors. Based on our observations and assessment, we evaluate Mr. Heneghan to be an acceptable applicant for the position in question, as he received acceptable or strong ratings on all but one of the relevant dimensions connected with success as a police officer. From a psychological perspective, we believe he has the potential to grow and develop along with the job both personally and professionally. In light of our review, we would recommend that Mr. Heneghan be given an offer to work as a Police Officer for the Village of Hinsdale, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Kyle Heneghan Village of Tinley Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kyle Heneghan Position: Police Officer Age: 26 Department: Police Department Date: December 2, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Preparatory materials were done for days ahead of his scheduled appointment at our office Very punctual; checked in almost one hour before his scheduled appointment Brush haircut and dressed in a suit and tie; professional and upbeat presentation Physical size adds to his ability to project an authoritative presence despite his relatively young age Will be viewed as an approachable and capable officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Engaging and fairly confident in his presentation; honest and sincere Smiling, jovial, and cooperative Outgoing and gregarious individual with a background in competitive sports Should prove to be a cooperative and collaborative team player Socially adept individual who enjoys large groups and social stimulation Voiced positive comments about his coworkers with the University of Chicago Police Department Above average needs for inclusion and acceptance from others Will be polite and deferential in his interactions with more senior personnel PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Worked as a lifeguard during and after high school; also served as a media technician for disabled students for four years during college Presently volunteers his time as an assistant water polo coach for his former high school team in Tinley Park Rates high on our measures of altruism Feels good about himself when he is able to make a positive impact on the lives of others Active and energetic person who also looks forward to the variety, activity, and opportunity to work out of doors as a police officer JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Served on a Peer Jury for the Tinley Park Police Department for approximately three or four years during his time at Victor J. Andrew High School in Tinley Park Bachelor e2 80 99s degree in sociology with an emphasis in criminology in 2016 Did not complete a law enforcement internship Hired by the Hinsdale Police Department in 2017 Successfully completed the police training academy offered through PTI, also in 2017 Hired by the University of Chicago Police Department in 2018; has been an officer in the department since September of 2018 Also performs part-time police work in both Hometown, Illinois, and Rockdale, Illinois WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness which was amply reflected in his thoroughness and detail orientation during his testing and assessment Consistently employed in some capacity since his junior year in high school Positive attitude; came across as enthusiastic and eager in describing most of his previous jobs Active and energetic young man who prefers to remain busy and occupied Admits that he struggled with the multi-tasking piece of the position with the Hinsdale PD which led to his early release from the FTO program and his resignation from the department RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Supportive and enabling relationships with most of the authority figures in his life Expected to be compliant and respectful in his interactions with his superiors An exuberant and committed candidate who will be eager to prove himself to his supervisors Disciplined and organized in his work habits; should prove to be a good fit for a paramilitary organization Open-minded and receptive to constructive criticism; has learned from mistakes ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Gained valuable experience in enforcement at his present job with the University of Chicago PD; often coordinates his activities with the Chicago Police Department Confident and socially adept; should be able to forge a working rapport with most people During his training and probationary period, he would help himself by improving his command presence in certain situations Adept at problem-solving and tends to think quickly on his feet With the proper training and some experience under his belt this applicant should consistently improve in this area over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid regarding some of the regrets and setbacks he has had in his life Came across as honest and contrite about mistakes and appears to have learned from them Expressed regret over his forced resignation from the Hinsdale Police Department; stated very clear lessons that he learned from the experience Did not seek to blame others at the Hinsdale PD for his failures Resides with parents, but has taken steps to establish himself as an independent and autonomous adult; involved in a six-year relationship with a young woman who is studying to be an occupational therapist Admitted to smoking marijuana about 14 times during his high school and early college years; none since deciding to pursue a career in police work OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and optimistic individual who is not prone toward prolonged periods of worry or anxiety Positive self-image; should be able to cope with the negativity and resistance encountered on the streets in this line of work without personalizing it Supportive base of family and quite a few close friends, most of whom are also pursuing public safety careers Enjoys a solid relationship with his long-term girlfriend Physically active individual who prefers sports and exercise to relax and blow off steam when necessary Special Training & Orientation Concerns Overall, this applicant exhibits above average potential to perform the essential job functions required of a police officer in terms of his intelligence, work ethic, and interpersonal skills. Moreover, we found him to be a very coachable and trainable recruit who will apply himself diligently. At the same time, it will be important to monitor this person e2 80 99s handling of the multi-tasking piece of the position in question; we suggest a degree of patience with this person as he is committed to mastering the essential elements of the job. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Heneghan submitted a Personal History Form that was accurate and contained a sufficient amount of information and detail. In addition, Mr. Heneghan used proper spelling and grammar on his Personal History Form. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career in law enforcement. On both of these exercises, this applicant demonstrated acceptable writing ability and provided pertinent details. The above-reported scores on the Wonderlic Basic Skills Tests are reassuring and all things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has demonstrated strong emotional intelligence; his insight and self-examination regarding the situation in Hinsdale supports this assertion. PART IV Attributing his interest in police work to his involvement as a peer jurist in affiliation with the Tinley Park Police Department while he was in high school, Mr. Heneghan enjoyed the prospect of being able to make a meaningful difference in the lives of others. Along this line, we found him to be an altruistic person who is sincere and well-intentioned in his desire to protect and serve the community. In this regard, Mr. Heneghan maintained that he completed a great deal of community service and volunteer work throughout high school and college. Since his release from the Hinsdale Police Department, this individual has taken definitive steps to prepare himself to serve as a police officer once again. In particular, he joined the University of Chicago Police Department where he has taken steps to improve areas which were cited by the Hinsdale Police Department as shortcomings. For example, Mr. Heneghan was told that he was e2 80 9crobotic e2 80 9d when approaching citizens for routine violations. This is an area he has sought to improve by allowing himself to appear more approachable to the Hyde Park residents he encounters in his duties with the University of Chicago Police Department. There is certainly a lot to like about this individual in terms of his engaging interpersonal style, work ethic, and energy level, which predicts favorably for a very trainable and coachable recruit. Based on our observations and assessment, we evaluate Mr. Heneghan to be an acceptable applicant for the position in question. At the same time, we recommend that the Tinley Park Police Department check with the Hinsdale Police Department in order to get the full story behind Mr. Heneghan e2 80 99s dismissal from the agency. Regardless, from a psychological perspective, we believe he has the potential to grow and develop along with the job both personally and professionally. Therefore, in light of our overall favorable review, we would recommend that Mr. Heneghan be given an offer to work as a Police Officer for the Village of Tinley Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Maxwell Hively Carol Stream Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Maxwell Hively Position: Firefighter Age: 24 Department: Fire Department Date: October 21, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Very punctual, arrived 50 minutes early for his appointment at our office Well-groomed and appropriately attired for his appointment in a suit and tie Large-framed individual who should be viewed as a mature and approachable public servant by citizens on first impression Respectful; answered e2 80 9cyes, sir e2 80 9d and e2 80 9cno, sir e2 80 9d to many of our interview questions INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Polite and pleasant demeanor; offers an easy smile Speaks with a softer tone of voice and presents a mild handshake for such a physically imposing person; will be seen as a bit of a gentle giant This person possesses an outgoing and extraverted personality; he enjoys the company of others He can be rather talkative, especially when promoting his accomplishments The applicant admits that he can be e2 80 9chardheaded e2 80 9d at times and firmly hold to his views and opinions PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Scores high on our measures of altruism, which predicts positively for wanting to help people and serve the community Wants a job that he is proud of; feels a e2 80 9cpatriotic calling e2 80 9d to perform the work of a public servant Seems genuine and sincere in his desire to serve and assist others in need At the same time, the applicant also scored high on our measures of excitement-seeking As a result, he enjoys the fact that no two days are the same in the fire service along with the chance to fight structural fires The applicant also appreciates the training opportunities offered by the job JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: B.O.F. was received through the Montgomery and Countryside Fire Protection District in 2015 EMT-B in 2016 from Waubonsee Community College Paramedic e2 80 99s license was granted in 2017 through a joint program at Delanor Hospital in Geneva, Illinois, and Waubonsee Community College A.A.S. degree in EMS from Waubonsee Community College granted in December of 2018 For the last five years, since January of 2015, he has been affiliated with the Montgomery and Countryside Fire Protection District The applicant also has a second job in his chosen profession with the Batavia Fire Department, where he has been working since early 2018 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: At present this person works multiple jobs, totaling between 72 and 96 hours This person brings a positive attitude to the firehouse, and he does not feed into the negativity of naysayers and chronic complainers Enthusiastic about the job, the applicant acknowledges getting too excited on occasion to express himself in words While hardworking, this person also enjoys having fun at the fire station without allowing himself to get carried away On balance, the candidate rates high on our measures of conscientiousness and is eager to do well and excel at his job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Due in part to his high level of conscientiousness, this person wants to receive feedback on his performance to improve his skills Will strive to meet or exceed departmental performance standards As such, the applicant will respond well to a supervisor who is straightforward and direct with his or her comments about the candidate Also appreciates leadership-by-example from a hands-on superior Scored high on our measure of compliance; will tend to defer to others when appropriate ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: This person is proud of the fact that he graduated first in his paramedic class out of 27 other participants States that EMS is e2 80 9chis passion e2 80 9d Has dealt with his fair share of injuries and trauma, to include fatalities from drug overdoses and accidents Although the applicant referenced getting too excited to speak at times, this is not a behavior that occurs when he is dealing with emergencies; it pertains, instead, to certain social situations LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy set of moral values focusing on hard work and honesty Reports never having been arrested On the other hand, he made regular use of marijuana in high school, smoking the substance as many as 40 times In his behalf, he has never used any illegal drugs since electing to work in the fire service Invites feedback and will hold himself accountable for his actions Lives at home, but he is involved in a four-year relationship with a person he met during EMT training OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Despite working long hours and several jobs, including his own lawn care business, this individual shows no signs of burnout As might be expected, his finances are in order and should not cause him any pressure or stress; has only a car loan that requires repayment Possesses no harmful habits that would impair his job performance States that he consumes alcohol in moderation only about once a month Relies on regular exercise of between three and five times a week; recently lost nearly 50 pounds Special Training, Orientation & Concerns Honest and straightforward feedback on his job performance Help with time management as he tends to overextend himself in responding to requests from other people PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Hively submitted a Personal History Form that was accurate and sufficiently detailed. Mr. Hively also paid close attention to proper spelling and grammar. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability on this exercise as well, giving the appropriate amount of detail and making effective use of the appropriate grammar and syntax. This kind of performance with regard to his written communication predicts positively for handling the paperwork and report writing piece of the position in question. We are also encouraged by his strong showing on both sections of the Wonderlic Basic Skills Test. With respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has demonstrated good EQ by referencing his empathy and regard for patients who he treats when while functioning in the EMS part of the job. All things considered, the candidate has the ability to master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Hively to be an acceptable applicant for the position in question. We are a little skeptical of the applicant e2 80 99s explanation for seeking to become a firefighter/paramedic. Mr. Hively reports feeling that he had a e2 80 9cpatriotic calling e2 80 9d for the fire service after the events following 9/11. The fact that the candidate was only six years old at the time is what causes us to be skeptical about his story of first becoming interested in a career in the fire service and EMS. To the candidate e2 80 99s credit, however, he has been diligent about pursuing the proper credentials through education and training as stated above in Part II of this report. Additionally, the applicant has obtained valuable experience in fighting structural fires and administering to patients in distress at various fire departments and fire protection districts. This person enjoys his chosen profession, but the candidate was critical of the inevitable problem of the lack of sleep, especially when on duty at night. For the most part, this person has been able to get along with his fellow firefighter/paramedics. On the other hand, the applicant acknowledges that he can be hardheaded and stubborn on certain occasions. In those instances where Mr. Hively oversteps his bounds, we believe that Mr. Hively will be open to corrective feedback from his superior officers in the department. Eager to do well and excel at his job, having frank feedback on his performance will be critical to the applicant e2 80 99s professional growth. Therefore, in light of our overall review of this individual, we would recommend that Mr. Hively be given an offer to work as a Firefighter for the Carol Stream Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Kevin Hlado City of Country Club Hills USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kevin Hlado Position: Police Officer Age: 25 Department: Police Department Date: February 23, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed and appropriately attired in a suit and tie for his appointment at our office Large-frame and athletic build will give him credibility in projecting an authoritative image to the members of the public At the same time the applicant appeared anxious about the assessment process, offering a moist handshake and a habit of over-answering questions in order to appear in as favorable a light as possible The applicant e2 80 99s attempts at impression management caused us to question his truthfulness INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Comes across as confident, to the point that his fellow employees at various places of work have perceived him as e2 80 9ccocky e2 80 9d and a e2 80 9cknow-it-all e2 80 9d In trying to justify his behavior to others people, he is inclined to offer a lot of excuses, which will not be well-received by his fellow officers Quick to voice his views, and in particular, his complaints, which will cause him to align with other malcontents in the department This individual would prefer to function independently of his peers as opposed to working as a part of a team PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Views law enforcement as a noble career Believes that by helping other people, he can produce a positive impact on their lives In addition, he wants to combat the negativity he sees towards those working in law enforcement as well as e2 80 9cget guns and drugs off the street e2 80 9d An ambitious individual, he sees the position in question as a logical stepping stone to working in a federal agency JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: B.S. degree in law enforcement from Western Illinois University, received in 2016 Performed an internship with the Oak Lawn Police Department as part of his degree requirements Spent less than a year as a community service officer with the Orland Hills Police Department Worked over a year as a code enforcement officer for the Oak Lawn Police Department Has performed public safety roles at two large Chicago area medical centers: Christ Hospital in Oak Lawn and the University of Chicago Medical Center WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Energetic and eager to volunteer for extra shifts On the other hand, he experiences trouble following the work rules Was terminated at two separate jobs for not following the rules and complaining about his situation In addition, he was disciplined at Christ Hospital for an infraction of the work rules Not surprisingly in each incident where he has either been fired or disciplined, he was quick to offer a ready excuse as to why he was unfairly wronged As with many eager and energetic individuals, he is likely to show signs of selective motivation and seek to avoid the boring or mundane aspects of his work RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Because he is prone to attempts to justify his behavior and rationalize his actions, he is seeking a supervisor who will be willing to listen to him More importantly, he wants a supervisor who will understand and support his actions even when they violate the rules Since he is challenged to tell the truth, he will not win the trust of his superiors Furthermore, the issues this person has experienced in following the rules and paying the price in terms of terminations and disciplinary actions predicts for someone who struggles to accept authority ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: This candidate has the size and stature to deter challenges to his authority On the other hand, he will not appreciate anyone questioning his authority as a police officer Tends to jump to quick conclusions, and he might be prone to acting before thinking things through properly A very black-and-white thinker, he will struggle to see shades of gray Our sense is that this individual will accumulate more than his fair share of citizen complaints LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: One of the best indicators of maturity is the willingness to hold oneself accountable for his or her actions; this will not be the case with this candidate In general, this person has not acted responsibly While certain behavior can be attributed to youthful mischief, the majority of his serious offenses have come while he was studying law enforcement in college Received several underage drinking tickets while attending college During college he received a DUI, which resulted from not only driving drunk, but also driving on a suspended driver e2 80 99s license for a previous incident with alcohol Also admits to smoking marijuana while taking classes in criminal justice at Western Illinois University OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Even if this individual were to survive his probationary period and manage to work at his job without any disciplinary actions, he is admittedly eager to move on in his career As mentioned earlier in this report, he wants to look into employment at the federal level, preferably with an agency dealing with drug enforcement Controlling and managing his stress levels will be a challenge, since he seems to irritate rather easily Exercises regularly as both a way to build his body and also reduce his stress levels We are unconvinced that the candidate can control his consumption of alcohol to excess based on his past behavior even though he expressed being contrite about his embarrassing DUI while in college Special Training & Orientation Concerns The overall defensiveness witnessed on the part of this person makes us reluctant to recommend any type of training intervention that is likely to have lasting impact The applicant e2 80 99s inability to accept constructive criticism will impair his ability to grow and develop in his role as a police officer PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Hlado e2 80 99s handwriting was extremely messy and hard to decipher. In short, it looked hurried. We administered two writing samples (one handwritten and the other typed). In these two exercises, this applicant demonstrated differing sets of writing ability. On the handwritten mock police report, the candidate failed to pay attention to the details. In addition, Mr. Hlado did not write in terribly clear, definitive, and complete sentences, or pay particularly close attention to utilizing the proper grammar and syntax. On the other hand, the typed exercise which was prepared on his own time prior to his appointment at our office reflected very strong writing skills. His sentences were complete and informative, and his use of the proper grammar and syntax was acceptable. We can only conclude that the candidate, when given extra time is capable of producing a competent written product. The above-reported test scores range from average to lower than average. While we think that he is book-smart, we have doubts about his judgment and common sense as it tends to be clouded by his emotions. In sum, it is Mr. Hlado e2 80 99s emotional intelligence and lack of empathy that bothers us more than his average to lower than average scores on our battery of standardized mental ability tests. PART IV Based on our observations and assessment, we evaluate Mr. Hlado to be an unacceptable applicant for the position in question. This person seems to have trouble following the rules. Mr. Hlado e2 80 99s attitude towards rules both on and off the job is that they are for other people, not him. When he has broken the rules and faced such consequences as terminations, disciplinary actions, or arrests by the authorities, Mr. Hlado has been quick to provide a rationale for his behavior. It appears that the applicant is rarely at fault for his actions. When Mr. Hlado got his DUI arrest, it was because it was a snowy day and even though he had been drinking and his license had been suspended, he thought there would be no problem e2 80 9cjust driving a few blocks e2 80 9d for convenience e2 80 99s sake. From the beginning of his assessment at our office Mr. Hlado made a concerted effort to manage his impression in as favorable a light as possible by distorting his test results on our surveys of personality and interpersonal behavior. Between this kind of behavior and his constant excuse-making, we have reason to doubt the veracity of many of his answers. In sum, Mr. Hlado strikes us as a potential problem employee who will not be responsive to training or coaching initiatives. Therefore, in light of our many stated concerns and reservations, we would not recommend that Mr. Hlado be given an offer to work as a Police Officer for the City of Country Club Hills. SAL"', 'b"\*DUPLICATE REPORT\* INDIVIDUAL ASSESSMENT Kevin Hlado VILLAGE OF TINLEY PARK USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kevin Hlado Position: Police Officer Age: 25 Department: Police Department Date: February 23, 2018 Date of Duplicate: March 16, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed and appropriately attired in a suit and tie for his appointment at our office Large-frame and athletic build will give him credibility in projecting an authoritative image to the members of the public At the same time the applicant appeared anxious about the assessment process, offering a moist handshake and a habit of over-answering questions in order to appear in as favorable a light as possible The applicant e2 80 99s attempts at impression management caused us to question his truthfulness INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Comes across as confident, to the point that his fellow employees at various places of work have perceived him as e2 80 9ccocky e2 80 9d and a e2 80 9cknow-it-all e2 80 9d In trying to justify his behavior to others people, he is inclined to offer a lot of excuses, which will not be well-received by his fellow officers Quick to voice his views, and in particular, his complaints, which will cause him to align with other malcontents in the department This individual would prefer to function independently of his peers as opposed to working as a part of a team PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Views law enforcement as a noble career Believes that by helping other people, he can produce a positive impact on their lives In addition, he wants to combat the negativity he sees towards those working in law enforcement as well as e2 80 9cget guns and drugs off the street e2 80 9d An ambitious individual, he sees the position in question as a logical stepping stone to working in a federal agency JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: B.S. degree in law enforcement from Western Illinois University, received in 2016 Performed an internship with the Oak Lawn Police Department as part of his degree requirements Spent less than a year as a community service officer with the Orland Hills Police Department Worked over a year as a code enforcement officer for the Oak Lawn Police Department Has performed public safety roles at two large Chicago area medical centers: Christ Hospital in Oak Lawn and the University of Chicago Medical Center WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Energetic and eager to volunteer for extra shifts On the other hand, he experiences trouble following the work rules Was terminated at two separate jobs for not following the rules and complaining about his situation In addition, he was disciplined at Christ Hospital for an infraction of the work rules Not surprisingly in each incident where he has either been fired or disciplined, he was quick to offer a ready excuse as to why he was unfairly wronged As with many eager and energetic individuals, he is likely to show signs of selective motivation and seek to avoid the boring or mundane aspects of his work RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Because he is prone to attempts to justify his behavior and rationalize his actions, he is seeking a supervisor who will be willing to listen to him More importantly, he wants a supervisor who will understand and support his actions even when they violate the rules Since he is challenged to tell the truth, he will not win the trust of his superiors Furthermore, the issues this person has experienced in following the rules and paying the price in terms of terminations and disciplinary actions predicts for someone who struggles to accept authority ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: This candidate has the size and stature to deter challenges to his authority On the other hand, he will not appreciate anyone questioning his authority as a police officer Tends to jump to quick conclusions, and he might be prone to acting before thinking things through properly A very black-and-white thinker, he will struggle to see shades of gray Our sense is that this individual will accumulate more than his fair share of citizen complaints LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: One of the best indicators of maturity is the willingness to hold oneself accountable for his or her actions; this will not be the case with this candidate In general, this person has not acted responsibly While certain behavior can be attributed to youthful mischief, the majority of his serious offenses have come while he was studying law enforcement in college Received several underage drinking tickets while attending college During college he received a DUI, which resulted from not only driving drunk, but also driving on a suspended driver e2 80 99s license for a previous incident with alcohol Also admits to smoking marijuana while taking classes in criminal justice at Western Illinois University OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Even if this individual were to survive his probationary period and manage to work at his job without any disciplinary actions, he is admittedly eager to move on in his career As mentioned earlier in this report, he wants to look into employment at the federal level, preferably with an agency dealing with drug enforcement Controlling and managing his stress levels will be a challenge, since he seems to irritate rather easily Exercises regularly as both a way to build his body and also reduce his stress levels We are unconvinced that the candidate can control his consumption of alcohol to excess based on his past behavior even though he expressed being contrite about his embarrassing DUI while in college Special Training & Orientation Concerns The overall defensiveness witnessed on the part of this person makes us reluctant to recommend any type of training intervention that is likely to have lasting impact The applicant e2 80 99s inability to accept constructive criticism will impair his ability to grow and develop in his role as a police officer PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Hlado e2 80 99s handwriting was extremely messy and hard to decipher. In short, it looked hurried. We administered two writing samples (one handwritten and the other typed). In these two exercises, this applicant demonstrated differing sets of writing ability. On the handwritten mock police report, the candidate failed to pay attention to the details. In addition, Mr. Hlado did not write in terribly clear, definitive, and complete sentences, or pay particularly close attention to utilizing the proper grammar and syntax. On the other hand, the typed exercise which was prepared on his own time prior to his appointment at our office reflected very strong writing skills. His sentences were complete and informative, and his use of the proper grammar and syntax was acceptable. We can only conclude that the candidate, when given extra time is capable of producing a competent written product. The above-reported test scores range from average to lower than average. While we think that he is book-smart, we have doubts about his judgment and common sense as it tends to be clouded by his emotions. In sum, it is Mr. Hlado e2 80 99s emotional intelligence and lack of empathy that bothers us more than his average to lower than average scores on our battery of standardized mental ability tests. PART IV Based on our observations and assessment, we evaluate Mr. Hlado to be an unacceptable applicant for the position in question. This person seems to have trouble following the rules. Mr. Hlado e2 80 99s attitude towards rules both on and off the job is that they are for other people, not him. When he has broken the rules and faced such consequences as terminations, disciplinary actions, or arrests by the authorities, Mr. Hlado has been quick to provide a rationale for his behavior. It appears that the applicant is rarely at fault for his actions. When Mr. Hlado got his DUI arrest, it was because it was a snowy day and even though he had been drinking and his license had been suspended, he thought there would be no problem e2 80 9cjust driving a few blocks e2 80 9d for convenience e2 80 99s sake. From the beginning of his assessment at our office Mr. Hlado made a concerted effort to manage his impression in as favorable a light as possible by distorting his test results on our surveys of personality and interpersonal behavior. Between this kind of behavior and his constant excuse-making, we have reason to doubt the veracity of many of his answers. In sum, Mr. Hlado strikes us as a potential problem employee who will not be responsive to training or coaching initiatives. Therefore, in light of our many stated concerns and reservations, we would not recommend that Mr. Hlado be given an offer to work as a Police Officer for the Village of Tinley Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Alexander Horodysky Village of Tinley Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Alexander Horodysky Position: Police Officer Age: 33 Department: Police Department Date: September 23, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Arrived an hour early for his appointment time Clean-cut and well-groomed; shaved head with a beard Professionally attired in a suit and tie Detracted from his initial impression by chewing gum throughout his interiew with the psychologist INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Talkative and gregarious disposition On the other hand, his constant reference to his prospective peers as e2 80 9ccops e2 80 9d struck us as unprofessional and demeaning Comes across as self-confident Moderately outgoing and engaging individual who is likely to be more private and selective than he appears on the surface Overall, this person will take a little longer to integrate with his fellow officers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Gave as an example of his service orientation assisting people prepare their tax returns On the other hand, it is status and reverence that this person seeks According to the candidate, he spoke of the admiration his father receives as a physician In addition, the applicant is attracted to the excitement and variety associated with police work In short, he does not want to continue in a boring career like tax preparation JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: This candidate has a lack of relevant education and experience Gaining relevant education and experience requires minimal effort, yet this person has done nothing to extend himself Bachelor e2 80 99s degree in accounting from Lewis University in 2010 This person has been primarily employed as a tax preparer with an accounting firm Has accompanied a friend on ride-alongs with the Oakbrook Terrace Police Department on several occasions Other than those ride-alongs this individual has not had any direct or relevant exposure to police work WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: To the candidate e2 80 99s credit, he has been consistently employed in some capacity since he was in high school Also, in his favor, he has remained with the same tax preparation business since November of 2011, almost eight years to date While his test results might have been inflated to manage his impression in as favorable of a light as possible, he does score high on our measures of conscientiousness On the other hand, he will not be shy about voicing concerns about his employer if he believes that he is correct in his views RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Relatively rebellious until his mid-20 e2 80 99s, describes himself as a e2 80 9cspoiled rotten kid e2 80 9d Believes he has matured since that time, however, he did not hold back his criticism of current and previous bosses and superiors Often feels that he is not recognized for his talents and attributes; inclined to complain to others In addition, this person probably believes that he knows a better way to do things Has a track record for bending rules to suit his purposes; we have concerns about his adherence to departmental policies and procedures ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: The applicant is articulate with his words and well-spoken Even though he is of smaller physical size and stature, this should not interfere with his ability to project an authoritative bearing The candidate comes across in a confident and assertive manner At the same time, with no prior experience enforcing rules and regulations, it is harder to speculate how this person will perform in enforcement situations, especially ones that will be stressful LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Appears to have been indulged by his parents and has had few struggles in his life other than his attempts to become a sworn police officer Gave a number of excuses for the difficulties that he has encountered without fully acknowledging his own contribution Will struggle to hold himself accountable for his actions Throughout high school and his early college years, the candidate reported using marijuana, cocaine, and anabolic steroids several times For a person looking to uphold the law, this kind of behavior is disturbing to say the least Has had a significant number of traffic citations over the years Arrested for DUI in 2009; licensed suspended for six months Proud of the fact that through the assistance of his attorney he was never convicted Also arrested in 2009 for e2 80 9cobstructing a police officer e2 80 9d due to videotaping an arrest of one of his friends during a night of heavy drinking Currently, he is married and has bought a home; expecting a child OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: We have serious concerns about the applicant e2 80 99s overall stability and maladaptive coping mechanisms Has moderated his drinking from his reported consumption in high school and college; however, he still consumes as many as 6 -7 drinks in an evening and 1 -2 times a month; this consumption borders on the definition of binge drinking and a poor choice for someone who has already been arrested for a DUI Stated that all of his closest friends are currently police officers, and he enjoys riding his motorcycle with them for recreation; they should serve as a good base of support Will likely personalize the negativity and resistance he will encounter on the streets May not get through field training or probationary period due to his misguided perception of his own sense of competence and prowess Special Training & Orientation Concerns We have considerable reservations about this individual e2 80 99s suitability for a law enforcement career due to our many reservations cited throughout this report. Many of the deficits are not amenable to training. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of his assessment at our office, Mr. Horodysky submitted an accurate and moderately detailed account of his personal and professional background on his Personal History Form. We also administered two other writing samples which were typewritten. In each instance, this applicant demonstrated average to above average writing ability in terms of adequate depth and coverage of the amount of information that he offered. This candidate is fully capable of expressing himself in clear and complete sentences, and Mr. Horodysky knows how to utilize essential grammar, syntax, and punctuation. With some oversight, this individual should be able to produce professional and informative reports as a police officer. Overall, we evaluate Mr. Horodysky to possess average to above average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by the way he was able to express his thoughts. In sum, Mr. Horodysky should be able to learn the essential elements associated with this line of work. PART IV Based on our observations and assessment, we evaluate Mr. Horodysky to be an unacceptable applicant for the position in question. This person was raised with privilege. It is ironic that he states resenting coworkers who think that they are owed something. While the applicant might abhor those who he believes possess a sense of entitlement, it is difficult to characterize this candidate any other way. This is Mr. Horodysky e2 80 99s second visit to our office within the space of a few years. One of the glaring deficits that helped disqualify the applicant from prior consideration as a candidate to become a police officer was his near total lack of job-related education and experience. During the span of time between his first and second trips to our office to be assessed for the job in question, one would think that he might have enrolled in a class on law enforcement or criminal justice. In terms of experience, he might have thought about signing up for a citizen e2 80 99s police academy. Instead, he has done absolutely nothing, which makes us question his commitment and motivations for the job. This is obviously very disappointing. Stating that he has always wanted to become a police officer, most of this candidate e2 80 99s knowledge and exposure to police work comes from his own encounters and arrests with law enforcement, and through the information he has garnered from his friends who are presently employed as police officers. Therefore, once again, we would advise the Police and Fire Commission to take a pass on this individual and continue to search for more suitable, qualified, and mature applicants to serve as a Police Officer in the Village of Tinley Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Daniel Johnston City of Batavia USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Daniel Johnston Position: Firefighter Age: 34 Department: Fire Department Date: February 3, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Clear loud voice; direct form of communication Maintained good eye contact and demonstrated receptive body language Polite and cooperative individual Easy to engage Tends to speak in long elaborative sentences; can dominate a conversation His humor in the firehouse can be seen as sarcastic and at times rude On his behalf, he is quick to read social cues and can adjust as needed Rates very high on our measures of agreeableness; should be able to forge comfortable working relationships Has a background in competitive sports; we view him as a collaborative team player High needs for inclusion and acceptance from others; this individual will strive to be liked by his peers PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Scored above average on our measures of altruism; genuine and sincere in his desire to serve those in need A positive, empathetic, and easygoing individual that will be perceived as approachable and caring by the community Aware and realistic about the duties, expectations, and sacrifices that come with being a firefighter Drawn to the variety, preparation, and challenges of the job Scored exceptionally high on our measures of excitement-seeking An acceptable fit for the paramilitary style role for which he is applying JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Completed his EMT-B from Delnor Community Hospital in 2007 Completed his EMT-P from Delnor Community Hospital in 2007 Gained his BOF from Waubonsee Community College in 2007 Speaks novice level Spanish; able to understand the basics in a conversation Came across as open and honest in discussing some of the regrets and disappointments he has had in his life thus far Was fired once (10+ years ago) from a private ambulance company due to a traffic accident Most recently, he took responsibility for putting a minor scrape on an ambulance he was parking Has had a few speeding tickets; license has never been suspended Drinks alcohol occasionally and socially in moderate amounts We believe he understands the imperative of being a public servant Understands that responding to crises and non-emergency calls at all hours of the day requires him to be alert, attentive, and focused WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Places teamwork and trust above all else as a part-time firefighter for the Batavia Fire Department; considers the department part of his family Expects direct communication from authoritative figures Prefers management that is involved and aware of individual and team efforts and dynamics Has had positive relationships with most of the authority figures in his life Scored very high on our measures of agreeableness Coachable and trainable; will strive to incorporate constructive criticism High need for achievement; will seek to earn the respect of his superiors through his efforts on the job Compliant and dutiful individual who will adhere to standard operating guidelines after acclimating himself as a full-time employee Received two writeups for e2 80 9csleeping through calls e2 80 9d while with the Batavia FD; claims these were eight years ago when his son was born and has not been disciplined since COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Will be able to cope with the negativity and resistance encountered on the job and within his department; e2 80 9cI can learn from even the biggest ego e2 80 9d Lacking in confidence in some ways; will need positive reinforcement to know where he stands Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far This candidate is familiar with the stressors, schedule, and demands of this role Has experience with the mundane and traumatic aspects of being a firefighter from his part-time experience with Batavia e2 80 99s Fire Department Manages the stressors of the job by exercising and playing video games several times a week Lighthearted individual that appreciates humor Not prone toward prolonged periods of worry or depression Small but close support system; good communication with spouse who understands his career initiatives and provides him with a strong supportive base Special Training & Orientation Concerns General onboarding and training required for new full-time employees PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Johnston was conscientious about the testing process, followed instructions well, and worked within expressed timelines. He submitted a Personal History form that was accurate, contained sufficient detail, and was free of spelling or grammar errors. We also administered another writing sample which included a discussion of a highlight and a setback during the applicant e2 80 99s career. In our writing exercise, this applicant demonstrated acceptable writing ability including appropriate grammar and syntax as well as pertinent details. All things considered, the candidate has the ability to master the essential information and skills required for the position in question. With respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has demonstrated good EQ. Mr. Johnston is aware of his presence and behaviorisms as well as how he presents to others. As mentioned in Part II of this report, there was a moment during the assessment when Mr. Johnston was speaking in longwinded sentences, but he was able to adjust and respond accordingly; shortening his answers and staying on task for the remainder of the assessment. Mr. Johnston has the self-awareness to both understand his interactions with citizens and team members as well as the ability to read social cues. PART IV Based on our observations and assessment, we evaluate Mr. Johnston to be an acceptable applicant for the position in question. Mr. Johnston presents as a talkative but likeable and professional individual who carries himself well. His part-time experience with the City of Batavia since 2007 will help facilitate the acclamation process as he transitions into a full-time employee. During this time, he will be open and malleable to any constructive feedback that he receives from his superiors, and Mr. Johnston expects to learn quickly from his mistakes. Being familiar with the position, he is realistic about the variety of duties on the job, understanding they can range from responding to routine calls from e2 80 9cfrequent flyers, e2 80 9d to remaining professional and calm when resuscitating the child of his son e2 80 99s schoolteacher. Through his experience as a firefighter and paramedic the candidate has handled stressful conditions calmly and remained focused on the task at hand. Mr. Johnston is looking to build an identity as a firefighter with the City of Batavia. The applicant is motivated by the variety and challenges that come with the position and is looking to learn and adapt to the needs and expectations of the department; very much in line with the paramilitary structure that comes with being a firefighter. His willingness and drive to help those in need will be seen as authentic and visible by the citizens who he is serving. Finally, Mr. Johnston e2 80 99s focus on proving his worth will come through to departmental leadership and the crew. Therefore, in light of our overall, favorable review, we would recommend that Mr. Johnston be given an offer to work as a Firefighter for the City of Batavia. JLA/SAL"', 'b"INDIVIDUAL ASSESSMENT Thomas Kelly Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Thomas Kelly Position: Firefighter Age: 28 Department: Fire Department Date: Novermber 7, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Punctual, arrived 20 mins early for his assessment Well-groomed and professionally attired in a suit and tie for his appointment Rather nervous, but came across as congenial, open, and engaging Attempted to project a favorable image, as evidenced by the distortion of his test results Very intent in managing his impression in as favorable a light as possible On first impression, will be viewed as approachable and credible by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and outspoken person; enjoys talking about himself Above average needs for acceptance and inclusion from others; some concerns about compromising values and morals in an attempt to fit in Spoke about his past two partners and everything that he does not like about them; might not fit in well in a new department Would rather not work with an angry individual who is negative and thinks he knows best; ironically, this is an apt description of how this candidate may act himself Likely to call a lot of attention to himself; may be perceived as boisterous and a bit of a show-off by his peers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Decided to pursue this line of work around 2014 because his father, who is a firefighter, suggested it after the candidate failed out of school while studying to become a history teacher Made little mention whatsoever of a desire to protect and help others Does not want to sit behind a desk Seeking consistency, stability, and excitement in the workplace Concerns about this individual e2 80 99s capacity to listen and remain compassionate in his interactions with the public; will be superficially respectful, yet we have doubts about his sincerity JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned his EMT-B through Northwest Community Hospital in 2015 Received his paramedic license in 2018 through Lutheran General Hospital BOF from NIPSTA during 2018 Employed as an EMT with Superior Ambulance from June of 2015 to March of 2018 Currently works for Barrington Countryside Fire Protection District where he has worked as a firefighter/paramedic for almost a year and one-half WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Views himself as an incredibly conscientious person who goes above and beyond in just about everything he does This grandiose opinion of himself is not exactly represented in his occupational and academic background Likes to stay busy and active; yet we believe he will be distractible and more focused on socializing when he needs to apply himself Selectively motivated; routine and mundane aspects of the job will not be appealing for him Will strive to meet basic performance standards, but not expected to extend himself much beyond that RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Has been able to get along amicably with most of his previous bosses and supervisors Views himself as an open-minded and receptive individual who wants to develop and learn Was not able to cite one shortcoming or weakness about himself personally or professionally In our experience, individuals like this have an unrealistic perception of their own competence and capability and will have inordinate difficulty incorporating criticism Will be quick to make excuses or rationalize mistakes and errors Expected to grieve or beef just about anything that compromises his personal sense of comfort and convenience ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Non-emergency experience in his time with Superior Ambulance Currently works at a low call volume department where he most frequently responds to calls from a nearby assisted living facility During one of his few critical calls a patient expired; a lack of clear communication with the receiving hospital was a contributing factor according to the candidate Concerns about his composure and temperament in the face of critical incidents and pressurized situations May have difficulty listening and following instructions from Lieutenants and senior blue-shirts Also likely to try to take charge of situations beyond his level of competence and expertise LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Quick to point fingers and blame external sources rather than take responsibility for his actions Came across as a bit e2 80 9centitled e2 80 9d; inflated sense of his accomplishments and personal attributes Flunked out of college During previous psychological assessments at our office, the applicant admitted to smoking marijuana e2 80 9cabout 25 times e2 80 9d during his college years On his latest trip to our office, he stated that he only smoked marijuana three times; these kinds of inconsistencies are very concerning and brings his truthfulness into question Concerns about this individual e2 80 99s capacity to hold himself accountable for his actions and his level of straightforwardness OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Has remained with his current department, the Barring Countryside Fire Protection District since April of 2018 Does not seem prone toward prolonged periods of worry or depression as he quickly adopts defense mechanisms as denial and projection when stressed Reportedly has some close friends and lives with his girlfriend of over eight years; she is his main source of support Given some of his personality characteristics and need for much attention, he will probably create more stress and tension among his coworkers than he will actually experience on the job To relax, this person enjoys working out, walking his dog, and being outdoors Special Training, Orientation & Concerns The problems and deficiencies exhibited by this candidate with regard to his suitability for a fire service career are numerous. Most of his difficulties involve deeply ingrained personality characteristics that are not likely to be amenable to change through training and education. Self-serving individual who will struggle with self-discipline, co-worker relationships, and ability to incorporate constructive criticism. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Kelly took the time to complete his required paperwork. The candidate did so in a detail-oriented way and used complete sentences and proper grammar and syntax when expressing himself. On the other hand, because Mr. Kelly enjoys the variety and excitement that a job in the fire service has to offer, paperwork and reports are likely to be problematic for him as will be other mundane and routine job functions. Regardless, we evaluate Mr. Kelly to possess average mental ability. This assertion is supported by his occupational accomplishments to date and by his scores on our standardized test of cognitive ability cited above. Overall, this person has the ability to learn the essential information and skills to function capably as a firefighter and medic. At the same time, we evaluate this applicant to be an underachiever, who may not always apply himself with the determination and perseverance required in this line of work, especially if he sees no personal gain or gratification in it. PART IV Based on our observations and assessment, we evaluate Mr. Kelly to be an unacceptable applicant for the position in question as he received unfavorable ratings on most of the relevant dimensions connected with success as a firefighter and medic. This rather manipulative individual has failed several previous psychological evaluations, which he attributed previously to his propensity toward verbosity. Problematically, we believe that his penchant to talk at length led to his inconsistencies and fabrications in his storyline which raises concerns about his honesty and ability to accept responsibility for his actions. We found it notable that this applicant never considered the fire service as a career choice until he was not allowed to return to Northern Illinois University in his half-hearted attempt to become a history teacher. As our report indicates, this candidate appears to have a very different perception of himself in comparison to how others may view him. Our primary concern is that if hired, Mr. Kelly may prove to be a headache to supervise. In our experience, opinionated and outspoken individuals can emerge as difficult employees. Unfortunately, we believe that will be the case for Mr. Kelly. Finally, he can come across as ingratiating and manipulative, which will be readily apparent to anyone who encounters him on the job. Therefore, in light of our cautious review of his qualifications and personality characteristics, we would not recommend that Mr. Kelly be given an offer to work as a part-time Firefighter for the Countryside Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Thomas Kelly Village of Hoffman Estates USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Thomas Kelly Position: Firefighter Age: 28 Department: Fire Department Date: February 25, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Was professional, respectful, and cooperative Maintained good eye contact and demonstrated receptive body language Self-confident On this visit, the applicant spoke well, was clear and succinct; however, he leaves no doubt where he stands This candidate was coached; answers were rehearsed and not in line with our three previous assessments identifying his outgoing, outspoken, self-centered, and boisterous nature Rated very high on our measures of extroversion and excitement seeking; can present as overly talkative in social situations and may need frequent stimulation Typically, individuals with this profile struggle to reserve their energy and can take over a conversation Above average needs for inclusion and acceptance from others; enjoys the social aspect of the workplace PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Can be viewed as an approachable public servant by citizens on first impression In line with previous reports, the candidate made no mention whatsoever of a desire to protect and help others Decided to pursue this line of work around 2014 because his father, a lieutenant with Elk Grove Village Fire Operations, suggested it after the candidate failed out of school studying to become a history teacher; stating, e2 80 9cI just lost interest e2 80 9d Chose to e2 80 9cgive [being a firefighter] a try e2 80 9d Has been serving the public since 2015 when he began his career with a private ambulance company Seeking consistency and stability in an established fire department Has demonstrated persistence in trying to land a full-time career position as a firefighter JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Earned his EMT-B through Northwest Community Hospital in 2015 Received his paramedic license in 2018 through Lutheran General Hospital BOF from NIPSTA during 2018 Employed as an EMT with Superior Ambulance from June of 2015 to March of 2018 Currently works for Barrington Countryside Fire Protection District, where he has worked as a firefighter/paramedic for almost two years Stated he has grown and matured in the last six months since his most recent evaluation While initially the candidate did present as more mature, his ability to continue to manage his impression dissipated as the assessment continued WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Drawn to the variety, activity, and physical challenges involved in a firefighter e2 80 99s career Views himself as a very conscientious person who goes above and beyond in his tasks and duties; this observation is inconsistent with his academic background and on-line assessment documents completed for us Focused heavily on the importance of hierarchy and following orders In contrast, he mentioned he enjoys being the paramedic in charge where he can delegate tasks and make decisions Scored above average in expressed need for control versus wanted control; in our experience, individuals with this profile have a difficult time taking feedback Not an introspective and realistic individual, mostly able to evaluate his strengths while struggling to remember his weaknesses Difficulty acknowledging, envisioning, and recalling his own contribution to problems or setbacks; stating, e2 80 9cI don e2 80 99t go about asking for people e2 80 99s opinion of me e2 80 9d May be quick to rationalize mistakes or errors Has struggled with reliability and dependability while with Barrington Countryside FPD; often makes it to work on time but is not ready to work; commented, e2 80 9cI still have to shower, shave, and get ready e2 80 9d Has been tardy e2 80 9conly about 10 times e2 80 9d in the last two years Admittingly enjoys humor and hazing crew members; has pranked those with more tenure; may sacrifice hierarchical boundaries to get a laugh Was verbally disciplined for the incident Although he claims to enjoy the structure and rigor of life within a paramilitary organization, he may find it challenging to comply with the rules and expectations of the department COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Non-emergency experience in his time with Superior Ambulance This candidate is familiar with some of the stressors, schedule, and demands of the role in question Currently works at a low call volume department, but has had some experience responding to car accidents and minor traumatic incidents; has not been tested with more severe cases Due to the lack of mentioning his desire to protect and help others and his lack of experience in highly traumatic situations, we have concerns about this individual e2 80 99s bedside manner in dealing with patients in terms of empathy, compassion, and the ability to convey reassurance Working on getting back into good physical condition, enjoys Brazilian Jiu-Jitsu and is a few classes away of obtaining his purple belt In his latest trip to our office, November 2019, he stated he only smoked marijuana three times; this time he admitted to smoking e2 80 9cabout 25 times e2 80 9d during college; these kinds of inconsistencies are very concerning and bring his truthfulness into question Has had three speeding tickets Consumes two to four drinks, three to five times a month Admitted he has driven while under the influence Possesses some potentially harmful habits that would impair his performance on the job Additional Concerns The candidate disclosed that he currently receives treatment for a rare blood clotting disorder that produces lower platelets than normal and can lead to easy bruising. Within the last year he has been identified as not cleared for duty by a medical doctor due to this disorder. He is receiving new treatment medication with his current doctor and is waiting for results on the long-term viability of the treatment, e.g. less bruising, to make a decision on whether he is cleared for duty. In our assessments, we noted that the problems and deficiencies exhibited by this candidate with regard to his suitability for a fire service career are numerous. Most of his difficulties involved deeply ingrained personality characteristics that are not likely to be amenable to change through training and education. We also noted the candidate was a self-serving individual who will struggle with self-discipline, co-worker relationships, and the ability to incorporate constructive criticism. As stated in certain areas of Part II of this report, these concerns remain. Importantly, this time around the applicant was given access to our previous report and recommendations leading him to focus on managing his impression. As such, the honesty in his responses are questionable. Due to the lack of mentioning his desire to protect and help others and his lack of experience in highly traumatic situations, we have concerns about this individual e2 80 99s bedside manner in dealing with patients in terms of empathy, compassion, and the ability to convey reassurance. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Kelly took the time to complete his required paperwork. Through this process, the candidate used complete sentences but often committed grammatical and syntaxial errors when expressing himself. Moreover, some of the information provided in the Personal History Form was misleading. For example, Mr. Kelly mentioned he does not make enough money to support a family, but he is not married and does not have any children. Regardless, we evaluate Mr. Kelly to possess average mental ability. This assertion is supported by his occupational accomplishments to date and by his scores on our standardized test of cognitive ability cited above. Although he did not meet the minimum requirements in our quantitative section, this person has the ability to learn the essential information and skills to function capably as a firefighter and medic. PART IV Based on our current observation and assessment, Mr. Kelly appeared to be more of an acceptable applicant for the position in question than noted in prior assessments of him. However, we caution Hoffman Estates to take this recommendation at face value. Mr. Kelly altered his behavior based on insight gained from accessing the outcomes from our most recent report. Specifically, the candidate admitted to going over the results of the assessment conducted in November of 2019 with the Fire Chief of the department to which he has most recently applied, which is a direct violation of our written and stated policy regarding the use of assessment reports on the Chief e2 80 99s part. With that said, several concerns remain. As we noted in Part II, there have been inconsistencies with prior evaluations due to Mr. Kelly manipulating the information he gives, calling his truthfulness into question. In contrast with other suitable candidates for the position in question, this applicant never mentioned his desire to serve others. Moreover, Mr. Kelly did not consider the fire service as a career choice until he was academically dismissed from Northern Illinois University. As our report indicates, this candidate appears to have a very different perception of himself in comparison to how others may view him. Although Mr. Kelly was coached, rehearsed his answers, and managed his impression, his inability to view himself objectively and identify how he contributes to setbacks or conflicts remains clear. In the past, Mr. Kelly has failed several psychological evaluations due to his arrogant, outspoken, and boisterous nature. Initially for this assessment, Mr. Kelly managed his impression well and presented as professional and cooperative; however, as the assessment continued, many of the previously noted concerns about the applicant emerged. As such, this leads us to believe that while on the job it would not take long for these previously noted behavioral concerns to manifest. In light of the revelations that the client was coached based on prior outcomes, he managed his impression based on those findings, and he altered his presentation so that previous concerns about his arrogance were not apparent, we believe the assessment process has been compromised. Due to these highly irregular circumstances, we leave the final decision on hiring Mr. Kelly to the Village of Hoffman Estates. JA/SAL"', 'b"INDIVIDUAL ASSESSMENT Thomas Kelly village of mount prospect USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Thomas Kelly Position: Firefighter Age: 28 Department: Fire Department Date: May 20, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a suit and tie for his appointment at our office Rather nervous, but came across as congenial, open, and engaging Verbose; appears to enjoy hearing himself talk Attempted to project a favorable image, as evidenced by the distortion of his test results On that note, he struggled to listen; more intent in managing his impression Believes that he has failed previous psychological evaluations because he over-shared information just as he did with us On first impression, however, this applicant will be viewed as approachable and credible by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and outspoken person; enjoys telling long stories Above average needs for acceptance and inclusion from others; some concerns about compromising values and morals in an attempt to fit in Spoke about his past two partners and everything that he does not like about them; might not fit in well in a new department Would rather not work with an angry individual who is negative and thinks he knows best; ironically, this is an apt description of how this candidate may act himself Likely to call a lot of attention to himself; may be perceived as boisterous and a bit of a loudmouth by his peers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Decided to pursue this line of work in and around 2014 because his father, who is a firefighter, suggested it after the candidate failed out of school while studying to become a history teacher Made no mention whatsoever of a desire to protect and help others Self-serving individual who is primarily focused on the salary, benefits, schedule, and union affiliation he anticipates as a career firefighter Seeking consistency, stability, and excitement in the workplace Concerns about this individual e2 80 99s capacity to listen and remain compassionate in his interactions with the public; will be superficially respectful, yet we have doubts about his sincerity JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned his EMT-B through Northwest Community Hospital in 2015 Received his paramedic license in 2018 through Lutheran General Hospital BOF from NIPSTA during 2018 Employed as an EMT with Superior Ambulance from June of 2015 to March of 2018 Currently, he works for Barrington Countryside Fire Protection District where he has worked as a firefighter/paramedic for exactly one year WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Views himself as an incredibly conscientious person who goes above and beyond in just about everything he does This grandiose opinion of himself is not exactly represented in his occupational and academic background Likes to stay busy and active; yet we believe he will be distractible and more focused on socializing when he needs to apply himself Selectively motivated; routine and mundane aspects of the job will not be appealing for him Will strive to meet basic performance standards, but not expected to extend himself much beyond that RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Applicant has been able to get along amicably with most of his previous bosses and supervisors it seems Views himself as an open-minded and receptive individual who wants to develop and learn At the same time, this applicant was not able to cite one shortcoming or weakness about himself (personally or professionally) In our experience, individuals like this have an unrealistic perception of their own competence and capability; will have inordinate difficulty incorporating criticism Will be quick to make excuses or rationalize mistakes and errors Union mindset before he has even been part of a labor organization; expected to grieve or beef just about anything that compromises his personal sense of comfort and convenience ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Non-emergency experience in his time with Superior Ambulance; currently works at a low call volume department where he most frequently responds to calls from a nearby assisted living facility One of the few critical calls that he led this year unfortunately resulted in the death of his patient; a lack of clear communication with the receiving hospital was a contributing factor according to the candidate Concerns about his composure and temperament in the face of critical incidents and pressurized situations May have difficulty listening and following instructions from Lieutenants and senior blue-shirts Also likely to try to take charge of situations beyond his level of competence and expertise LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Quick to point fingers and blame external sources rather than take responsibility for his actions Came across as a bit e2 80 9centitled e2 80 9d; inflated sense of his accomplishments and personal attributes Flunked out of college Admitted to smoking marijuana e2 80 9cabout 25 times e2 80 9d during his college years Provided scripted and questionable responses to direct questions For example, when asked about his alcohol consumption, the candidate replied, e2 80 9cI don e2 80 99t drink. e2 80 9d As it turns out, he stopped drinking a few weeks ago in support of his younger sister e2 80 99s recent hospitalization for a drinking problem Previously consumed 8-10 drinks when out with friends e2 80 9ca couple times per month e2 80 9d Concerns about this individual e2 80 99s capacity to hold himself accountable for his actions and his level of straightforwardness OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Not much seems to bother this individual other than those times when things do not go his way Does not seem prone toward prolonged periods of worry or depression as he quickly adopts defense mechanisms just as denial and projection when stressed Reportedly has some close friends and lives with his girlfriend of over seven years; she is his main source of support Given some of his personality characteristics and need for much attention, he will probably create more stress and tension among his coworkers than he will actually experience on the job To relax, this person enjoys working out, walking his dog, and being outdoors; he used to practice Jiu-Jitsu, but does not anymore Special Training, Orientation & Concerns The problems and deficiencies exhibited by this candidate with regard to his suitability for a fire service career are numerous. Most of his difficulties involve deeply ingrained personality characteristics that are not likely to be amenable to change through training and education. Self-serving individual who will struggle with self-discipline, co-worker relationships, and ability to incorporate constructive criticism. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Kelly took the time to complete his required paperwork. The candidate did so in a detail-oriented way and used complete sentences and proper grammar and syntax when expressing himself. On the other hand, because Mr. Kelly enjoys the variety and excitement that a job in the fire service has to offer, paperwork and reports are likely to be problematic for him as will be other mundane and routine job functions. In sum, his selective motivation will impair his ability to perform routine and mundane tasks. Regardless, we evaluate Mr. Kelly to possess average mental ability. This assertion is supported by his occupational accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. Overall, this person has the ability to learn the essential information and skills to function capably as a firefighter and medic. At the same time, we evaluate this applicant to be an underachiever, who may not always apply himself with the determination and perseverance required in this line of work, especially if he sees no personal gain or gratification in it. PART IV Based on our observations and assessment, we evaluate Mr. Kelly to be an unacceptable applicant for the position in question as he received unfavorable ratings on most of the relevant dimensions connected with success as a firefighter and medic. This rather manipulative individual has failed at least three previous psychological evaluations, which he attributed to his propensity toward verbosity. Problematically, we believe that his penchant to talk at length led to his inconsistencies and fabrications in his storyline which raises concerns about his honesty and ability to accept responsibility for his actions. We found it notable that this applicant never considered the fire service as a career choice until he was not allowed to return to Northern Illinois University in his half-hearted attempt to become a history teacher even though his father remains a career firefighter in nearby Elk Grove Village. Despite all of his verbiage, this applicant did not once make any mention of his desire to serve and protect lives and property of citizens. Instead, he talked at length about all of the many personal benefits he expects with a good public safety job e2 80 93 salary, benefits, work schedule, pension, union representation, etc. Furthermore, this candidate appears to have a very different perception of himself in comparison to how others may view him. Our primary concern is that if hired Mr. Kelly may prove to be a headache to supervise. In our experience, opinionated and outspoken individuals can emerge as difficult employees. Unfortunately, we believe that will be the case for Mr. Kelly. Therefore, in light of our cautious review of his qualifications and personality characteristics, we would not recommend that Mr. Kelly be given an offer to work as a Firefighter for the Village of Mount Prospect, Illinois. JWB"', 'b"\*DO NOT DUPLICATE e2 80 93 REVOKED WAIVER\* INDIVIDUAL ASSESSMENT Thomas Kelly Palatine Rural Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Thomas Kelly Position: Firefighter Age: 28 Department: Fire Department Date: April 2, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a suit and tie for his appointment at our office Incredibly talkative; appears to enjoy hearing himself talk On that note, he struggled to listen well and might not be able to listen effectively to members of the public or his co-workers Claims that he has failed previous psychological evaluations because he over-shared information just as he did with us INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and outspoken person; enjoys telling stories and is incredibly verbose Above average needs for acceptance from others Attempted to project a favorable image, as evidenced by the distortion of his test results Spoke about his past two partners and everything that he does not like about them; might not fit in well in a new department Would rather not work with an angry individual who is negative and thinks he knows best; ironically, this is an accurate description of how this candidate presented himself Has been in physical altercations with friends though he reported that there was no physical harm; he also was in a physical altercation in college with someone at a party; as such, this candidate might be quick to anger PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Decided to pursue this line of work in 2014 because his father, who is a firefighter, suggested it after the candidate failed out of school while studying to become a history teacher Rather self-serving in his work; he enjoys seeing the results of his own hard work Seeking consistency, stability, and excitement in the workplace Concerns about this individual e2 80 99s capacity to listen and remain compassionate in his interactions with the public JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned his EMT-B through Northwest Community Hospital in 2015 Received his paramedic certification in 2018 through Lutheran General Hospital BOF from NIPSTA during 2018, which is in Glenview, Illinois Employed as an EMT with Superior Ambulance from June of 2015 to March of 2018 Currently, he works for Barrington Countryside Fire Protection District where he has worked as a firefighter/paramedic for exactly one year WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Raised by his parents to value working for what one has Dependable and seemingly competent in his basic work habits; however, this person will struggle to integrate constructive feedback Likes to stay busy and active; at the same time he may not apply himself toward the more routine and mundane duties, which are important, but unappealing to him Selectively motivated both in school and at work In sum, he will do what is expected, but not too much more RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Prefers to work with an honest and upfront supervisor who sets very clear expectations No reported history of terminations or disciplinary write ups Does not show up late and rarely takes sick days; he will be responsible about his schedule within a paramilitary setting Was unable to think of feedback that any of his past or present supervisors provided him, which could be predictive of resistance taking critical feedback since most candidates are able to answer this question thoughtfully ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Did non-emergency calls in his time with Superior Ambulance and currently works at a low call volume department where he frequently responds to calls from a nearby assisted living facility One of the few critical calls that he led this year unfortunately resulted in the death of his patient; a lack of clear communication with the receiving hospital was a contributing factor Aside from that call, he seems to be able to respond to non-critical calls well and administer the proper treatment to his patients Might not listen to what others have to say, which could be detrimental for his patients e2 80 99 care LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Quick to point fingers and blame external sources rather than take responsibility for a situation Tendency to make excuses when things do not turn out as he expected with respect to education and career decisions To elaborate, he failed out of school in 2012, and he did not pass his last three psychological evaluations for other departments, and yet the applicant blames all of these preventable failures on external forces Received three traffic tickets for speeding 20 mph over the limit (2009, 2012, 2013) Consumed marijuana at least 20 times in college and consumes approximately eight drinks when he goes out with friends once or twice a month OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Questionable stability and emotional maturity; easily frustrated with others when things do not go his way, but regardless, he will adequately tolerate the stress of the job Reportedly has some close friends and lives with his girlfriend of over seven years, who is his main source of support Will probably create more stress and tension among his coworkers than he will actually experience on the job To relax, this person enjoys working out, taking his dog outside, and being outdoors; he used to practice Jiu-Jitsu, but does not anymore Special Training, Orientation & Concerns The problems and deficiencies exhibited by this candidate with regard to his suitability for a fire service career are numerous. Most of his difficulties involve deeply ingrained personality characteristics are not likely to be amenable to change through training and education. Will struggle to listen and will not hesitate to complain or talk badly about his co-workers PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Kelly took the time to complete his required paperwork. The candidate did so in a detail-oriented way and used complete sentences and proper grammar and syntax when expressing himself. On the other hand, because Mr. Kelly enjoys the variety and excitement that a job in the fire service has to offer, paperwork and reports are likely to be problematic for him as will be other mundane and routine job functions. In sum, his selective motivation will impair his ability to perform routine and mundane tasks. Regardless, we evaluate Mr. Kelly to possess average mental ability. This assertion is supported by his occupational accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. Overall, this person has the ability to learn the essential information and skills to function capably as a firefighter and medic, but, again, due to his selective motivation and lack of emotional intelligence, we have reservations and concerns about his ability to effectively apply himself in certain areas that are not of particular interest to him. PART IV Based on our observations and assessment, we evaluate Mr. Kelly to be an unacceptable applicant for the position in question as he received unfavorable ratings on several of the relevant dimensions connected with success as a firefighter and medic. At the age of 28, Mr. Kelly is living with his long-term girlfriend in Palatine, Illinois. He has failed three previous psychological evaluations, which might be due in part to the applicant e2 80 99s admission that he did not stop talking. Unfortunately, Mr. Kelly has been unable to incorporate this lesson during his evaluation at our office; because, once again, he talked incessantly. Mr. Kelly seems to enjoy working in the fire service and wants to earn a spot on a different department to make this his long-term career. However, he does not seem to be willing to put in the necessary effort to succeed in the process. It is possible that with more experience and some additional time and encouragement for this candidate e2 80 93 in order to self-reflect e2 80 93 he could eventually be a full-time firefighter at a different department. Regardless, at this time, he did not demonstrate the emotional maturity necessary to succeed in the position in question. In sum, this individual will experience a challenging time being accepted into a new department given some of his problematic interpersonal and social tendencies. In our experience, opinionated and outspoken individuals can emerge as difficult employees, especially in the close confines of the firehouse. Unfortunately, we believe that will be the case for Mr. Kelly. Therefore, in light of our cautious review, we would not recommend that Mr. Kelly be given an offer to work as a Firefighter for the Palatine Rural Fire Protection District. ERL/SAL"', 'b"INDIVIDUAL ASSESSMENT Jacob Klontz Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jacob Klontz Position: Firefighter Age: 32 Department: Fire Department Date: October 11, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional attire and presentation Polite, responsive, and cooperative in all phases of his assessment; respectful and attentive Confident and straightforward in his communication style Came across as pleasant, open, and informative Should be viewed as a mature and approachable public servant by citizens on first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing individual who admittedly may be perceived as rather quiet initially We believe the aforementioned statement has something to do with the strained relationships he reported between contract personnel and full-time firefighters at his current position Test results indicate that he high needs for inclusion and acceptance from others and that he looks forward to the camaraderie and teamwork he anticipates in this line of work Came across as congenial and considerate; should be able to forge collaborative and comfortable working relationships with his peers and superiors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates about average on our measures of altruism Genuinely concerned about the safety and well-being of others and the quality of service he provides to the public Also drawn to the variety, problem-solving, and e2 80 9clifestyle e2 80 9d he anticipates in a fire service career Expected to be respectful and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in communication from the University of Illinois in 2009 While in college at Illinois this applicant served as a volunteer firefighter for the Carroll FPD for about two years Employed as an EMT-B for Superior for one and a half years Hired as a contract firefighter and medic by Metro in January of 2019 and assigned to the Roselle Fire Department Licensed as a paramedic in 2018 through Loyola; ride time with Cicero and Berwyn Fire Departments Completed the NIPSTA Fire academy in 2019; certified as a BOF WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Although early employment history is a bit spotty, this individual has consistently held a job since his college years Rates high on our measures of conscientiousness; appears to take his duties and responsibilities seriously Generally positive, dependable, and competent in his basic work habits; invigorated by his recent commitment to fire service as a career Moderate needs for achievement, but prefers continual challenges and intellectual stimulation Should be able to meet or exceed performance standards on a consistent basis RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life beginning with his parents Expected to be respectful and compliant in his interactions with his superiors and more senior coworkers Will follow established policies, procedures, and protocols Reasonably open-minded and receptive to constructive criticism No disciplinary actions taken against him throughout his working life ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Confident and fairly assertive in areas within his range of competence and expertise Light on experience and exposure to critical incidents, but appears to have handled himself capably and appropriately under pressure Appears to possess above average critical thinking ability; will exercise sound judgment and common sense in novel and ambiguous calls for service With the proper training and further experience under his belt, we envision this area emerging as a strength for this candidate LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid in reporting some of the regrets and disappointments he has had in his life thus far Able to evaluate his own contribution to problems and setbacks when they occurred; learned from his mistakes Still resides with parents but is a financially independent and autonomous adult Involved in a committed relationship for the past two years No brushes with law enforcement; admitted to using marijuana about a dozen times during his early college years over 10 years ago Expected to hold himself accountable for his actions and decisions on and off the job OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily annoyed or irritated Able to control emotional expression and curb frustrations; emotionally and professionally mature Small but supportive base of family and a couple of very close friends Some recreational interests, but tends to be a homebody who prefers more solitary kinds of activities in order to relax and blow off steam Should be able to cope adaptively with the more tragic and gruesome aspects of life in the fire service Special Training, Orientation & Concerns Bright and confident individual who may appear a bit detached initially. May be perceived as a bit condescending by some. Although he is not wildly extrovertive, this individual came across as a considerate and team-oriented applicant. Now that he has found a viable career niche for himself, this individual will enjoy mental challenges and problem-solving on the job. May require or seek out opportunities for specialization rather quickly. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Klontz submitted a Personal History Form that was neatly typed and fairly comprehensive, as he provided essential details and a degree of elaboration when it was required. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated above average writing ability, as he consistently expressed himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. Mr. Klontz is not expected to have difficulty producing professional and informative reports and documentation as a firefighter and medic. Overall, we evaluate Mr. Klontz to possess above average mental ability. This assertion is supported by his academic and occupational achievements to date, and by his scores on our standardized test of cognitive ability cited above. Mr. Klontz took primarily honors classes at Lane Tech High School graduating from there with a reported 4.40 (4.00 scale) GPA in 2005. During his high school years, he was involved in aquatic sports and worked as a lifeguard for the Chicago Park District seasonally. Although he was an excellent student, Mr. Klontz acknowledged that the biggest challenge he has faced in his life involved deciding upon a suitable and viable career path for himself. Mr. Klontz earned his bachelor e2 80 99s degree from the University of Illinois with a major in communication in 2009, and he also took two semesters of pre-nursing courses from Truman College in 2013. As evidenced by his recent commitment to the pursuit of a fire service career, this applicant has quickly earned his BOF and EMT-P license. This individual is more than capable of mastering the essential information and skills to earn advanced fire service certifications. PART IV Based on our observations and assessment, we evaluate Mr. Klontz to be an acceptable applicant for the position in question as he received favorable ratings on all of the key dimensions connected with success as a firefighter and medic. At the age of 32, Mr. Klontz was candid and forthcoming in discussing the vocational challenges he experienced in his life dating back to his college years. As noted in Parts II and III of this report, Mr. Klontz had an early interest in the fire service during his time in Urbana-Champaign while volunteering for a rural fire district, and he also found gratification in working as a lifeguard for the Chicago Park District for a couple of years. However, the economic recession in and around the time he earned his bachelor e2 80 99s degree made jobs in his major field of study very hard to find. Consequently, Mr. Klontz just e2 80 9ckicked around e2 80 9d for a couple of years finding any type of work he could perform in order to support himself. It was not until two years ago when he firmly committed himself to the pursuit of a fire service career. Stating that he was hindered because of his misguided belief that he was e2 80 9cfearful of the sight of blood, e2 80 9d Mr. Klontz found very quickly during his EMT-B training that was not the case at all. In fact, this individual has handled several rather stressful and gory circumstances and has performed capably thus far as a contract firefighter and medic. On his behalf, Mr. Klontz has learned some valuable lessons along the way, as he struck us as a mature, stable, and task-focused person who is eager to move forward with a profession he now resonates with. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Klontz be given an offer to work as a Firefighter for the Village of Schaumburg, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Robert Kordecki Algonquin-Lake in the Hills FPD USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Robert Kordecki Position: Firefighter Age: 29 Department: Fire Department Date: April 9, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut, well-groomed individual Professionally attired in a suit and tie for his appointment at our office Energetic and outgoing; comes across as exuberant Presents a credible image for a person seeking further employment in the fire service and EMS INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Upbeat and positive attitude; will promote good morale in the department Extraverted individual who enjoys spending time in the firehouse with his fellow firefighter/paramedics Possesses a good sense of humor; will roll with the punches when faced with joking and kidding between members of his shift Even though he dislikes working around lazy and unmotivated fire medics, he will be reluctant to say anything, especially since he will lack tenure in the department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Seeks to follow in the footsteps of his grandfather who spent 25 years in the Mt. Prospect Fire Department, where he retired with the rank of captain Enjoys being of help and assistance in the time of need during emergency situations At the same time, he is also drawn to the variety and excitement connected with a career in the fire service Finally, the schedule suits this individual well, especially since he has a second job as a house painter JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Has between 30 and 40 hours of college credit hours at McHenry Community College toward his degree in fire science Earned his EMT-B in 2008 from St. Joseph e2 80 99s Hospital in Elgin, Illinois In 2012, the applicant was awarded his paramedic e2 80 99s license from McHenry Community College Earned his Firefighter II (B.O.F.) in 2011 through the Woodstock Fire Protection District and his Firefighter III (Advanced Firefighter) in 2018 at the Romeoville Fire Department Spent six years with the Woodstock FPD, and for the past two years he has been on a contract assignment with the Barrington Countryside Fire Protection District WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Candidate was kidded by his colleagues at Woodstock FPD, referring to him as a e2 80 9cpretty boy, e2 80 9d who was afraid to get his hands dirty To the contrary, this individual is hardworking and willing to roll-up his sleeves; he earns an income on the side painting homes Prefers to keep busy and will show the proper initiative without being asked twice Will prove to be self-motivated and in turn, seek to inspire his fellow fire officers through his own example of hard work and commitment to his job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to respect the rules along with those in positions of authority Reports no terminations at any previous places of employment However, he and his entire shift were disciplined as a group late in 2018 for misplacing a piece of equipment Responds well to a supervisor who relates easily to his or her shift Candidate would like to befriend his superiors outside of work, but at the same time, he is not inclined to take advantage of these relationships Does well when he feels that his superiors are approachable ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Most of the serious trauma this person has treated has been the result of high-speed automobile accidents on rural roads Appears to take such incidents in stride without overreacting While drawn to the variety and excitement of the job, the candidate is able to respond calmly under pressure without getting too excited When confronted with incidents that bother him during his shift, he will talk matters through with his fellow firefighter/paramedics In addition, the candidate e2 80 99s spouse has some medical training, and she has proven to be an available sounding board away from the firehouse LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Both as a youngster and as an adult, this person has exercised sound judgment Has never been arrested, and counts his use of illegal drugs as being e2 80 9ca handful of times e2 80 9d We suspect that this individual was forced to grow up fast in many ways, following the untimely death of his mother in 2002, when the applicant was only 11 years of age This person has acted maturely with respect to his family e2 80 99s financial obligations Moreover, he will hold himself accountable for his actions without seeking to make excuses to justify his actions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Forced to show resilience in his younger years due to the loss of his mother Employed for the past nine years in the fire service and EMS, and has no inclination to end this career path As noted above, he relies on his coworkers and spouse to process any job-related stress and frustration Playing golf in the summer and exercising year-round also helps the applicant dissipate tension and stress Finally, he enjoys spending time with his family and taking part in the activities of his two children as a way of relieving stress and frustration Special Training, Orientation & Concerns Other than the normal orientation given to any new firefighter/paramedic to the department, there is no more that we would suggest by way of acclimating the applicant to his new surroundings PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Kordecki supplied accurate information. He kept his responses short and to the point, therefore they lacked a level of detail when it could have helped to elaborate. However, on the writing exercise we administered to Mr. Kordecki he took his time to supply sufficient detail. In addition, this individual expressed himself in a clear and coherent writing style, while paying attention to the important details as well as making the proper use of grammar and syntax. In short, this person possesses solid writing mechanics, which is substantiated by his strong showing on the verbal abilities section of the Wonderlic Basic Skills Test. All of these findings predict positively for Mr. Kordecki e2 80 99s ability to handle the paperwork and report writing associated with the position in question. Regarding the candidate e2 80 99s observed social adeptness, we found Mr. Kordecki to both demonstrate common sense and be appropriately responsive to the needs of others. For example, he shows empathy for victims and their families when facing emergency situations or if they are in need of urgent care. Overall, we evaluate Mr. Kordecki to possess the proper thinking skills and suitable emotional sensitivity to perform the essential functions of the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Kordecki to be an acceptable applicant for the position in question. There is a lot to like about this energetic and enthusiastic candidate for the job. According to the candidate, the fire service is very much in his blood. As mentioned in Part II of this report, Mr. Kordecki e2 80 99s grandfather was a captain with the Mt. Prospect Fire Department. During his youth the applicant spent time in the firehouse and also participated in fire parades. Mr. Kordecki sought to prepare himself for a career in the fire service, by attending college to study fire science. In addition, he earned many relevant credentials associated with the fire service and EMS, including his EMT-B, paramedic e2 80 99s license, Firefighter II (now the B.O.F.), and his Firefighter III (now the Advanced Firefighter). Most of his time has been spent working with the Woodstock Fire Protection District, where the applicant devoted six years of service. At present, Mr. Kordecki is a contract firefighter/paramedic with Paramedic Services at the Barrington Countryside Fire Protection District. This latter assignment, however, is only part-time, and Mr. Kordecki wants to land a full-time position in the field. To help occupy his time as well as earn money to support his family, Mr. Kordecki works as a contract house painter, doing both interior and exterior painting. We believe that he will prove to be a valuable addition to his new department. Therefore, In light of our overall favorable review, we would recommend that Mr. Kordecki be given an offer to work as a Firefighter for the Algonquin-Lake in the Hills FPD. SAL"', 'b"INDIVIDUAL ASSESSMENT Dominic Lesniewski Village of Bloomingdale USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Dominic Lesniewski Position: Police Officer Age: 22 Department: Police Department Date: August 8, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and neatly groomed despite being attired for a day at the beach wearing gym shorts and shoes and a t-shirt Energetic, polite, and enthusiastic in his demeanor Straightforward, articulate, and respectful in his communication style Came across as modest, yet confident in his presentation While he may be perceived as a bit youthful by the citizenry at the age of 22, this applicant should be able to establish an approachable and capable police presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and engaging individual who will not have difficulty initiating interaction with others Amiable and considerate in his interpersonal style; can be competitive at times Average needs for inclusion and acceptance from others; selective in his choice of close friends Demonstrated ability to comfortably fit in with groups and organizations over the years; expected to be a collaborative and cooperative team play PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Self-esteem enhanced when he is able to make a positive impact on the lives of others Rates very high on our measures of altruism Sincere in his desire to protect and serve the community During his high school years, he was involved with the Big Brothers program and worked with at-risk youth as an after school teacher for Sycamore School District for about a year Also drawn to the activity, challenges, and opportunity to work out of doors as a police officer JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in law enforcement and justice administration from WIU in 2019 As part of his degree program the applicant recently completed a four-month internship with the Sycamore Police Department Employed seasonally by the Sycamore Park District advancing to the position of assistant manager from 2014 to 2018 While in college, candidate worked for Macomb Public Works as part of a grounds crew WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Applicant has been consistently employed since his high school years and throughout college Active and energetic individual who seems to manage his time effectively Should prove to be a productive officer over time Likes to remain busy and productive; serious about his duties and responsibilities Rates high on our measures of conscientiousness RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life beginning with his mother and step-father No history of disciplinary actions or terminations throughout his employment and academic history Respectful and accommodating in his interactions with his superiors Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident and engaging in his presentation; very good communication skills Appears to be adept at problem solving in his interactions with others Will rely on reason and persuasiveness in the face of resistance Relatively youthful appearance; expected to develop more of a command presence with time and experience Will be firm and fair in his enforcement of laws and ordinances LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and open in discussing personal strengths and shortcomings Acknowledged his own contribution to problems and setbacks when they occurred Admitted to a minor juvenile arrest his freshman year of high school; also admitted to smoking marijuana about 15 times that same year No brushes with law enforcement or illicit drug use since that time Although he still resides with his mother and stepfather, this individual has taken several steps to establish himself as a responsible and autonomous adult OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Positive self-image; not easily frustrated or angered Stable and relatively well-adjusted Some experience dealing with negative and confrontational people May be a bit lacking in overall life experience Supportive base of family and several close to trusted friends Special Training & Orientation Concerns Eager and ambitious individual who will strive to earn the respect of his peers and superiors. May need some reminders to slow things down at times in order to be more deliberate and circumspect before taking action. Based upon his attire at our office and relatively young age, Mr. Lesniewski could also benefit from some guidance about the importance of one e2 80 99s appearance as it pertains to the public e2 80 99s perception of professionalism. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Lesniewski provided a neatly typed and thorough account of his personal and professional background. We also administered two other writing samples in which Mr. Lesniewski demonstrated the ability to express himself in clear and coherent sentences that contained proper grammar, syntax, and punctuation. This individual is not expected to have difficulty producing professional and informative reports and documentation as a police officer. Overall, we evaluate Mr. Lesniewski to possess above average mental ability. This assertion is supported by his academic and occupational accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. Throughout high school and college, Mr. Lesniewski obtained above average grades while also being involved in several extracurricular and work-related activities. This individual appears to possess above average critical thinking skills and should prove to be an adept and resourceful problem solver. All things considered, Mr. Lesniewski has the ability to master the essential information and skills required to become a sworn police officer. PART IV According to Mr. Lesniewski, his interest in police work developed during his high school years as he was drawn to the activity and interpersonal challenges faced by law enforcement professionals in his community. Stating that his grandfather and uncle were former Chicago Police Officers, he began preparing himself for a policing career right out of high school. From our perspective, he has applied himself diligently toward that end by obtaining some relevant exposure and experience. Enthusiastic about getting his career underway, Mr. Lesniewski was very open and honest about his current status with the applications he has made to various police departments since obtaining his bachelor e2 80 99s degree in criminal justice. In this regard, he very recently turned down conditional offers from Normal and St. Charles, as he firmly believes that the Bloomingdale PD possesses the kind of positive and welcoming atmosphere he was hoping for in his choice of a destination department. Based on our observations and assessment, we evaluate Mr. Lesniewski to be an acceptable applicant for the position in question. Overall, we like the balance he brings to the position in terms of his industriousness, ambition, and determination coupled with his upbeat and engaging interpersonal style. Although he may need some reminders to slow things down a bit during his field training and probationary period, Mr. Lesniewski is well aware of his inexperience and need for mentoring and training. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Lesniewski be given an offer to work as a Police Officer for the Village of Bloomingdale, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Ivan Lichvan City of Wheaton USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Ivan Lichvan Position: Police Officer Age: 27 Department: Police Department Date: September 6, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and neatly groomed; attired in a suit and tie Crisp, upbeat, and professional presentation; very thorough in all phases of his assessment process Came across as mature, energetic, and sincere Expressed himself in a straightforward and open manner Should be able to project a capable and approachable presence to citizens on first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Very task and mission-focused, but congenial and polite in his interactions with others Talked about the difficulties he encountered with his social skills after arriving in the U.S. at the age of seven Gregarious, considerate, and helpful in his interactions with coworkers Above average needs for inclusion and acceptance; selective in his choice of close friends Will initiate interaction with his fellow officers Over time this individual should prove to be a reliable and dependable team player PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Scored about average on our measures of altruism, but seemed genuine and sincere in his desire to serve and protect the community Feels good about himself when he is able to assist others in a meaningful way Focused primarily on his desire for variety, activity, and excitement after working in an IT capacity for the past couple of years Also drawn to the stability and benefits associated with a good public safety job Conducts himself in a mature and respectful manner; will be courteous and considerate in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminal justice from Lewis University in 2015; no internship Participated on at least five ride-alongs with three different suburban police departments recently Membership in the Elmhurst PD Police Explorers Program for two years while he was in college During and after obtaining his bachelor e2 80 99s degree this tech savvy individual has been employed as a computer project lead for a steel company for a year and a half Currently employed as a revenue analyst for Apple Vacations since January of 2017 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Determined, diligent, and task-focused; willing and able to go above and beyond that which is merely expected of him High needs for achievement and competence Possesses the perseverance to obtain most of the objectives he sets for himself Will do the same (and possibly more) with departmental performance standards Reliable, dependable, and focused in his basic work habits; very organized and systematic RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures he has had in his life beginning with his parents Raised with a healthy respect for those in positions of power and authority over him Will be respectful and compliant in his interactions with superiors In his current position, this applicant discreetly assisted his supervisor who was having difficulty coping with the stress and pressure of her position, which was very much appreciated by her Follows the rules; likes established procedure and protocol Will adhere to departmental policies Open and receptive to constructive criticism; eager to grow and develop along with the job ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident, poised, and straightforward in his presentation Very polite and tactful; will rely on persuasiveness in the face of hostility and confrontation Although he is an assertive individual, he does not come across with a lot of impact or e2 80 9ccommand presence e2 80 9d; will need to improve upon that in some situations Deliberate and well-prepared; above average problem-solving ability With training, mentoring, and encouragement, we envision this applicant e2 80 99s skills to consistently improve in this area LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid in discussing some of the regrets and disappointments he has had in his life thus far Positive attitude in doing so; acknowledged his own contribution to difficulties when they occurred Able to admit to faults and developmental needs; more importantly he will work hard to improve himself This candidate has established himself as an independent, responsible, and autonomous adult Married for the past year to a woman he dated for five years Financially stable; no brushes with law enforcement OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, practical, and relatively well-adjusted Not prone toward extended periods of anxiety or depression Action-oriented and resourceful; will address stresses and frustrations as they come Supportive base of family and a handful of longtime close and trusted friends Keeps himself in good physical condition and enjoys a few recreational and adventurous outlets in order to reduce tension and frustration on and off the job Positive self-image; should be able to cope with the negativity and resistance encountered in police work without personalizing it Special Training & Orientation Concerns Highly motivated and very trainable recruit with a strong work ethic. Not much direct exposure to law enforcement operations, but he is expected to catch on rather quickly. Although confident and politely assertive, this applicant appears a bit youthful in his appearance on first impression. Could benefit from some guidance in the development of a more authoritative bearing in this line of work. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading ABOVE AVERAGE ABOVE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Lichvan provided a very thorough account of his personal and professional background that was neatly typed and very informative. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated above average writing ability. Even though English is his second language, Mr. Lichvan is a literate and articulate individual who demonstrated the ability to express himself in complete sentences containing proper grammar, syntax, and punctuation. Although he can be a bit longwinded in his writing style, this individual should not have trouble producing professional reports and documents as a police officer after he has been properly trained. Overall, we evaluate Mr. Lichvan to possess above average mental ability. This assertion is supported by his educational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. Without knowing any English when he arrived in the U.S. at the age of seven, Mr. Lichvan applied himself diligently to get up to speed with his language skills, and he has excelled academically throughout high school and college. A technically-inclined individual with strong computer savvy, Mr. Lichvan e2 80 99s goal has always been to be a police officer. Although he has worked exclusively in the IT area during and after his college years, this determined and resourceful individual should not have difficulty mastering the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Lichvan to be an acceptable applicant for the position in question, as he received favorable ratings on all of the key dimensions connected with success as a police officer. A hardworking and task-oriented individual, Mr. Lichvan was raised with a strong work ethic, and we admired his perseverance and determination in applying himself academically and occupationally. Hindered by a delay in obtaining his citizenship, Mr. Lichvan began testing for selected suburban police agencies for the past six months. Acknowledging that he could certainly remain in the information technology field and excel in that area, Mr. Lichvan is willing to sacrifice salary and his comfort zone for an honorable position which he finds much more meaningful and important. Along this line, we would advise the command staff to monitor this applicant e2 80 99s progress and development as he learns the ropes with patrol functions and any other specialized assignments he may perform. At some point down the road, this candidate e2 80 99s computer skills in analytics and information technology may prove to be useful to the department in addressing internet crimes, developing websites, and creating databases, as well as many other functions which would assist the Department and the community. From a psychological perspective, we found Mr. Lichvan to be a mature, highly motivated, and energetic individual who will put forth his best efforts on a daily basis in order to earn the trust and respect of his superiors. Moreover, he will be professional and competent in the way he carries himself on the streets and in his interactions with the citizens of Wheaton. In light of our positive review of his personality characteristics and qualifications, we would recommend that Mr. Lichvan be extended an offer of employment to serve as a Police Officer for the City of Wheaton, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Sarie Lorence Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Sarie Lorence Position: Firefighter Age: 28 Department: Fire Department Date: June 21, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a business suit; neatly groomed Pleasant, respectful, and relaxed in her demeanor; not many pretenses about this confident individual At the same time, applicant came across as modest and open in discussing her professional and personal life Mild-mannered person who carries herself with poise; straightforward and tactful Will be viewed as a capable and approachable firefighter and medic INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and engaging individual who can probably get along with just about anyone Socially adept and team-oriented in her interpersonal style High needs for inclusion and acceptance from others Not expected to compromise morals or values just to fit in Although agreeable and good-natured, applicant will hold her own in a disagreement Will strive to earn the respect and trust of her new coworkers through her efforts and competence on the job PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: With her father being a fire officer and mother a registered nurse this applicant was raised with the importance of community service work; both her husband and younger brother are firefighters Rates high on our measures of altruism; self-esteem enhanced when she is able to make a positive impact on the lives of others Also drawn to the variety, activity, and mental and physical challenges involved in a fire service career Will represent the department in a professional and courteous manner to citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Holds two associate e2 80 99s degrees from Kishwaukee Community College both obtained in 2011; one in science and the other in EMS Licensed as a paramedic in 2011 Possesses several advanced fire service certifications including FAE, FO1, Instructor 1, and Firefighter-Advanced Experience with four different fire departments dating back to 2009 Began as a volunteer firefighter with the Genoa-Kingston FD in 2009; served there also as a contract medic and firefighter from 2011 to 2014 Worked as a paid-on-call firefighter with the Sycamore FD for over two years Served for over a year with the Cortland FD until she was hired as a full-time firefighter with the Oak Brook FD in July of 2014 where she remains presently WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: We were impressed with this applicant e2 80 99s motivation and tenacity in pursuing her goals and objectives throughout her life and career Does not call much attention to herself but is indeed very serious about her duties and responsibilities Rates very high on our measures of conscientiousness Above average needs for achievement and competence Will strive to meet or exceed departmental performance standards on a consistent basis Prefers staying busy and active on the job; will initiate her own activity during down time RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in her life beginning with her parents and previous supervisors Respectful and accommodating in her interactions with her superiors Disciplined and focused; will respect the chain of command Follows the rules; will adhere to departmental policies and procedures No disciplinary actions taken against her throughout her 10 years in the fire service Open-minded and receptive; will incorporate constructive criticism in a proactive manner ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Confident, level-headed, and focused in her response to emergencies Tends to be deliberate and circumspect before taking action; not impulsive or disorganized Will prioritize her efforts appropriately and make efficient and effective use of her time and energy Some leadership potential; will step up and assert herself in areas within her range of competence and expertise Expected to comport herself in a poised and composed manner in dealing with traumatic and critical situations LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and honest in discussing some of the regrets and disappointments she has experienced in her life thus far (there have not been many) Acknowledged her own contribution to difficulties when they occurred Expected to hold herself accountable for her actions and decisions on and off the job Began assuming responsibility for herself at an early age No brushes with law enforcement; reportedly tried marijuana once in high school Married for the past year to a firefighter she has been involved with for the past five years OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-tempered, and well-adjusted; not easily angered or frustrated Not prone toward prolonged periods of worry or depression Applicant has demonstrated stamina, durability, and a thick skin in adapting to the stress and frustrations involved with a fire service career Foremost of which has been her need to prove herself to her predominantly male counterparts in the fire service Supportive base of family and several close and trusted friends Gregarious person who connects easily with others; will be the recipient of support and guidance from more experience peers if she becomes troubled on the job Special Training, Orientation & Concerns None. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Ms. Lorence provided a neatly typed account of her personal and professional life which was detailed and thorough. In the other two written exercises she was required to complete this individual consistently demonstrated the ability to express herself in complete sentences that contained proper grammar, syntax, and punctuation. Although she can be a bit verbose in elaborating details at times, this applicant is expected to produce professional and informative reports and documentation as a firefighter and medic. Overall, we evaluate Ms. Lorence to possess above average mental ability. This assertion is supported by her academic and occupational accomplishments to date, and by her outstanding scores on our standardized test of cognitive ability cited above. Ms. Lorence has been an excellent student throughout her academic years after graduating from Sycamore High School in 2008 with a reported 3.60 GPA. An energetic and motivated person, she obtained her EMT-B certification her senior year and also worked part-time in a nursing home. Although her father (who is a career firefighter) wanted her to pursue another line of work, Ms. Lorence was committed to following in his footsteps and went on to obtain two associate e2 80 99s degrees (one in EMS) while working throughout and being the recipient of some scholarship funding. Given the advanced certifications she has accumulated thus far in her career, and the experience she has had with four departments, we believe Ms. Lorence has already demonstrated her ability to master the essential information and skills required for the position in question. PART IV Ms. Lorence is the elder of two children who was born, raised, and continues to reside in Sycamore, Illinois, where she attended local public schools. As mentioned previously, this candidate was raised in a household devoted to service to the community. Even though her parents strongly hinted that she should pursue some alternative vocational pursuit, Ms. Lorence was never convinced that she wanted to do anything else. When her mother e2 80 99s father was killed by a drunk driver while she was in high school, this tragic event seemed to cement her commitment to a fire service career. Since that time, Ms. Lorence has relentlessly pursued her qualifications and credentials to be become a career firefighter. Although she comes across as pleasant and laid-back, Ms. Lorence is very determined and tenacious in bettering herself in this line of work. After five years as a full-time firefighter in Oak Brook, Ms. Lorence feels that it is now time to take on new challenges and objectives, and she came across as enthusiastic about the prospect of working for a much larger, more diverse, and well-respected fire department where she can continue her development. Based on our observations and assessment, we evaluate Ms. Lorence to be a strong applicant for the position in question, as she received favorable ratings on all of the relevant dimensions connected with success as a career firefighter and medic. At the age of 28, this applicant has gone above and beyond in order to better her skills and qualifications and we anticipate that it will not take very long for her to earn the respect and trust of her peers at the Schaumburg Fire Department. Overall, we liked the balance she brings to the position in terms of her experience, commitment, modesty, and likable interpersonal style. We believe Ms. Lorence has a very bright future in the fire service, as we also believe she will manifest some leadership potential in the years ahead. In light of our positive review, we would recommend that Ms. Lorence be extended an offer of employment to serve as a Firefighter with the Schaumburg Fire Department. JWB"', 'b"INDIVIDUAL ASSESSMENT James Lukaszek Village of Oswego USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: James Lukaszek Position: Police Officer Age: 25 Department: Police Department Date: March 22, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Large, solidly-built individual, standing over six-feet tall and weighing 230 pounds; will project a credible police presence Nicely groomed with a neatly trimmed goatee Professionally attired in a business and tie for his appointment at our office Pleasant, polite, and easy to engage in conversation; will be perceived as approachable by the members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Assertive and self-confident; comfortable in reaching out to other people Talkative and gregarious; will interact easily with his fellow officers at the agency Projects a positive attitude; unlikely to complain or contribute to low morale within the department Considerate and well-mannered individual who will show the appropriate deference and respect for those officers who are more senior to him in the department At the same it would be a mistake to confuse his outwardly extraverted disposition as inviting close social interaction after hours More private and selective underneath the surface, he will keep his departmental friendships on a professional level PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Comes from a family with a tradition of serving the community in law enforcement roles Finds helping people to be a rewarding experience In particular, he has enjoyed the community policing piece of his job in law enforcement For example, he makes an effort to get out of his police cruiser and talk to the citizens of the community As with many active and energetic individuals, the potential for excitement and variety in each day has great appeal as well JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Received his B.A. degree in criminal justice from Lewis University in 2015 Spent two years as a part-time police officer in Stone Park, Illinois Trained for his part-time role through NEMRT e2 80 99s web-based police academy Spent several months in 2015 as a part-time police officer in Berkley, Illinois Presently serving as a full-time police officer with the Villa Park Police Department, where he has been employed since December of 2015 During 2016, he attended a program to help part-time police officers convert to full-time officers through Southwestern Illinois Community College WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Shows signs of selective motivation Admits his dislike of paperwork and tends to rush through it to get it out of the way Does not write too many traffic citations since he is interested in patrolling for the e2 80 9cbigger stuff e2 80 9d; such as drug and DUI arrests along with apprehending gang members Prides himself on his punctuality; typically arrives at least 30 minutes prior to shift in order to be fully prepared for his day Overall, he has been described as hardworking and dedicated by his peers and supervisors at his agency; should prove to be a productive officer RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to respect authority by his hardworking parents; father spent his entire career in law enforcement Spoke positively about his present police sergeants Responds well to an approachable supervisory style, and appreciates a leader who does not belittle him when he asks questions Does not like to see supervisors playing favorites with members of their shifts As long as this candidate feels valued for his contributions and efforts, he will show the proper deference to his superiors ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Large physical size will be a natural deterrent to those who wish to challenge the applicant e2 80 99s authority Will use tact and discretion in his approach to police work and will not abuse his authority For example, he is particularly adept at talking down parties who are engaged in a heated exchange, such as in a domestic dispute Deals with several domestic disputes each week in his current position and is expected to handle these situations with good judgement and appropriate action LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Has taken the proper steps to prepare himself for a career in law enforcement Admitted to smoking marijuana up to ten times during high school, but stopped using the substance before beginning his studies in criminal justice Has a clean record; no reported arrests and only two verbal warnings on his driving record Has handled his finances responsibly with only a student loan to repay Holds himself accountable for his actions and is unlikely to make excuses in order to defend himself OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: With a father who is currently a police chief in west suburban Hillside, Illinois, the applicant has an available support person to turn to in the event he is experiencing stress on the job Currently resides at home with his family Involved in a supportive, long-term relationship with someone he met during high school Has no harmful habits which would impair his ability to perform the position in question Consumes alcohol in moderation, drinking no more than four alcoholic beverages over the course of an evening when out with other people Relies on a variety of relaxing activities to reduce tension and stress, to include regular exercise as well as boating with the other members of his family Special Training & Orientation Concerns Caution to slow down and take his time to prepare paperwork in a thorough and complete fashion PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Lukaszek e2 80 99s handwriting was small legible. Overall, we administered two writing samples (one handwritten and the other typed). On both of his exercises, this applicant demonstrated acceptable writing ability, as he wrote in reasonably clear, definitive, and complete sentences, and used proper grammar and syntax. In the mock police report prepared by Mr. Lukaszek, his work appeared rushed, and there were noticeable strikeouts on the page. In his behalf, the candidate was generally attentive to the important details. We suspect that since the written exercise, which was typed, was done on his own time with no need to rush, he produced a much better piece of work than his handwritten exercise. Regardless, we evaluate Mr. Lukaszek to possess the necessary thinking skills in order to handle the demands of the job. Mr. Lukaszek received above average grades throughout college and completed both his A.A. and B.A. degrees. His ability to use good judgment and common sense was also apparent while explaining various difficult scenarios related to his work as a police officer. We believe Mr. Lukaszek has the capacity to learn the essential functions of a law enforcement professional and apply them appropriately to his career progression. PART IV Based on our observations and assessment, we evaluate Mr. Lukaszek to be an acceptable applicant for the position in question as he received acceptable or strong ratings on all our dimensions related to success as a police officer. According to the applicant, he has always had an interest in law enforcement, citing the fact that both his father and his grandfather served in law enforcement roles. At present Mr. Lukaszek e2 80 99s father is the Chief of Police in Hillside, Illinois. Despite his early leanings towards police work, it was Mr. Lukaszek e2 80 99s father who urged him to enroll in college and study something other than law enforcement. After a short stay at DePaul University, where the applicant was enrolled in pre-law, Mr. Lukaszek soon left to pursue his true ambition. While studying criminal justice at Lewis University, Mr. Lukaszek took a job as a part-time police officer in Stone Park, Illinois. This would begin his career in law enforcement, where he continues to this day as a police officer in Villa Park, Illinois. However, Oswego is where Mr. Lukaszek has spent the majority of his youth, and this is where he wishes to work for the remainder of his career. The candidate attended high school in the community and played baseball, where he was a four-year member of the varsity baseball team. Mr. Lukaszek e2 80 99s many years in sports has given him an appreciation for teamwork which has carried over to his career in law enforcement. Finally, Mr. Lukaszek has a positive and healthy attitude towards community policing which will serve him well in his new role in Oswego. Therefore, in light of our overall favorable review, we would recommend that Mr. Lukaszek be given an offer to work as a Police Officer for the Village of Oswego. SAL"', 'b"INDIVIDUAL ASSESSMENT Mark Lyman Village of Bolingbrook USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Mark Lyman Position: Firefighter Age: 26 Department: Fire Department Date: June 28, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and professionally attired in a suit for his appointment at our office Comes across as polite and business-like Good eye contact and receptive body language Easy to engage in conversation, although he was reserved at first Will be seen as an approachable and credible firefighter/paramedic by members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Reserved and generally agreeable individual, yet we expect him to open up to others after some time Should prove to be a team player who values close working relationships with others in the department Stated that his coworkers would describe him as easygoing and well-liked, which aligns with our observations of this candidate Moderate needs for inclusion and acceptance from others; values being a part of a team Not expected to encounter much difficulty integrating among his peers and superiors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Enjoys using his knowledge and efforts to be of assistance to others Finds this career very rewarding; finds meaning in helping others and serving his country Drawn to the fast pace and variety of working in the fire service Expected to be polite and professional in his interactions with citizens of the community Genuinely wants to contribute to the safety of the public; motivated to protect lives and property JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Licensed as a paramedic two weeks ago through Silver Cross Hospital Earned his EMT-B through the College of DuPage in 2016 and completed his ride time at Frankfort Fire Department Not yet certified as a B.O.F., but is excited to earn this certification Employed at Elite Ambulance from October of 2016 to March of 2018 Promoted to corporal in the Marine Corps where he served from February of 2011 to February of 2015; deployed once to Jordan for over three months WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Acknowledges that he lacks some experience in being a firefighter/paramedic, but is excited about learning the ropes and gaining more experience Employed since the age of 15 Rates very high on our measures of conscientiousness, which was also reflected in his diligent approach to this assessment process Prefers structure, consistency, and clear-cut expectations; reasonably self-disciplined Maintains that he is punctual and reliable As hinted above, this individual will apply himself toward meeting departmental performance standards RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Enjoyed generally positive relationships with most of the authority figures in his life Looks for approachable, fair, and team-oriented leadership from his superiors Will comply with departmental policies and procedures As stated previously, this individual prefers the external structure and rigor of life within a military organization and has done so successfully No reported history of terminations or disciplinary actions throughout his entire employment history ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Ready and willing to respond to emergencies; realizes that he has a lot to learn Maintains composure in the face of emergencies and thinks logically We expect him to grow in this area given his even-keeled demeanor Not easily rattled by emergencies or traumas With further training and experience, we perceive that this individual will become more comfortable taking charge within the range of his competence LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and open in discussing some of the regrets and disappointments he has had in his life thus far Able to acknowledge mistakes and his own contribution to setbacks when they occurred Married for five years, but divorced three years ago due to his lifestyle in the military; currently in another long-term relationship Used marijuana a handful of times in high school and was arrested for trespassing and possessing a marijuana pipe at age 16; avoided any other run-ins with law enforcement Practical and straightforward individual who will honor his commitments and obligations; will also hold himself accountable for his actions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and well-adjusted individual who will rely on his team during times of stress Not prone toward prolonged periods of worry, depression, or anxiety Should be able to cope adaptively with the more traumatic and gruesome aspects of life in the fire service by debriefing with his peers and superiors Supportive base of family members, close friends, and his girlfriend Reportedly works out, reads, plays the drums, and watches sports to relax Special Training, Orientation & Concerns Given this candidate e2 80 99s lack of experience, he will need more constant guidance and training early on in his time in the fire service. We expect him to catch on quickly and comfortably integrate into the department. From our perspective, this individual has the capacity to master essential job functions required. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials provided as part of our assessment, Mr. Lyman submitted a neatly typed account of his personal and professional background, which contained the essential details, along with some elaboration when it was necessary. In other written exercises as well, Mr. Lyman demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Mr. Lyman possesses the ability to produce professional and informative reports and documentation. Overall, we evaluate Mr. Lyman to possess above average mental ability, which he will be able to rely on when learning new information for the skills required for the position in question. This assertion is supported by his above average test scores on the Wonderlic Basic Skills Test, his occupational history to date, and by the manner in which he was able to express his thoughts and ideas, both orally and written, during his assessment. Mr. Lyman can employ his intellectual abilities when he sets his mind to something. Admittedly, transitioning from military to civilian life was challenging for this candidate; however, when he decided to pursue a career in the fire service, he was able to complete the necessary academic requirements for this career. We believe Mr. Lyman will be able to master the essential information necessary to perform the job duties of a firefighter/paramedic. PART IV Based on our observations and assessment, we evaluate Mr. Lyman to be an acceptable applicant for the position in question. Mr. Lyman currently resides in Bolingbrook, Illinois, with his father and younger sister. The middle of three children, Mr. Lyman was raised in Bolingbrook where he lived with his parents and two siblings until his parents separated while he was in high school. Mr. Lyman graduated from Bolingbrook High School in 2010 and began his time serving in the Marine Corps a few months after graduation. Transitioning back to civilian life after serving for four years in the Marine Corps was the toughest challenge this candidate admits to facing in his life. During that time, he experienced both a divorce and significant career change, and although this transition was quite an adjustment, Mr. Lyman seemed to have undergone some maturing, which helped him to commit to pursuing a civilian career. While attending college, Mr. Lyman became drawn to fire service work, and has not looked back since. Acting on his decision, this candidate shifted his courses and focus at the College of DuPage in order to earn his certification and licenses required to be a paramedic. Given Mr. Lyman e2 80 99s roots and familiarity with the Bolingbrook area, protecting the citizens of the community in his hometown is very important to him. Though his experience is rather limited, he reportedly learned a great deal working with Elite Ambulance and while completing his ride time with the Frankfort Fire Department. Finally, we expect Mr. Lyman to continue to develop into a reliable and competent employee. He has high hopes of finding a career position as a firefighter/paramedic at the Village of Bolingbrook. In light of our review, we would recommend that Mr. Lyman be given an offer to work as a firefighter for the Village of Bolingbrook. ERL/JWB"', 'b"INDIVIDUAL ASSESSMENT Tenisha Mcarthur City of Zion USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Tenisha Mcarthur Position: Police Officer Age: 30 Department: Police Department Date: April 22, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and professionally attired for her appointment at our office Very animated and energetic demeanor; she will be seen as approachable by members of the public Communicated effectively; however, admitted she was nervous and burst into giggles throughout the evaluation Her excitable disposition could detract from her credibility as a police officer INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Given her outgoing and bubbly nature, she prefers to get along with her coworkers and will do her best to ensure an amiable and positive work environment A likeable and compassionate individual; she is likely to get along well on a new department On the other hand, she is quite loquacious and can stray from the topic at hand at times Extroverted tendencies can come across as her being excitable; she will need to learn to monitor this trait on the job It should be noted that she employed impression management when responding to our standardized personality tests; she also seemed to do so in person by monitoring her talkativeness during the interview portion of our assessment PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Grew up in public housing and respected police officers in the area who offered a feeling of safety and security to her Wanting to give that feeling of safety to others, she began pursuing a career as a law enforcement officer Interested in helping others and carrying out her duty to protect and serve the public Perceives the job of a police officer as e2 80 9ca little terrifying e2 80 9d given the unknowns of the job, but this does not deter her JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Held multiple jobs working in warehouses since 2011 and is accustomed to working in a male-dominated environment Associate e2 80 99s degree in criminal justice from the College of Lake County received in 2016 Has completed six ride-alongs at various departments; she responded to one domestic disturbance during one of them Did not complete an internship or gain any other job-relevant experiences No experience handling or responding to emergencies similar to ones she will face as a law enforcement professional WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Gainfully employed since she graduated high school; she has worked two jobs at some points in order to support her and her daughter According to the candidate, she does not show up late nor take sick days Not afraid of heavy lifting or getting her hands dirty in order to get a job done Motivated to earn a supervisory role at her current place of employment The one issue we see is that she seems to be discouraged by failure; claimed this was her reason for waiting to apply to more departments after failing an entry-level test RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Spoke positively about her supervisors Prefers to work with a supervisor who is friendly, supportive, e2 80 9cdown-to-earth, e2 80 9d and sets clear and attainable expectations Lacks experience working in a paramilitary setting, and her talkative nature and tendency to giggle could detract from her credibility with superior officers Reported one termination from her cashier job at Menards in 2009; while the candidate was ringing up purchases, she failed to notice many small items a customer had hidden in larger ones with the intent of shoplifting them if they were overlooked Other than the above incident, this individual reported no other disciplinary write-ups The morning after her assessment, she sent us a self-endorsing email reiterating her excitement for the job which enhanced our concerns about her ability to contain herself in a professional setting and within structured boundaries While not an egregious breach of our waiver agreement form (signed by all candidates), this was highly unusual and a very rare occurrence given the content of our waiver ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: We believe that she will not back down when being pushed too far, yet this is unlikely to happen given her likable and agreeable nature A common misconception that others have of this person is that she is e2 80 9csmall and weak e2 80 9d when really, she is e2 80 9cvery strong e2 80 9d; we see her as being able to hold her own She has supervised nine direct reports just under a year, and has proven herself able to handle challenging situations with tact Her talkativeness and hyper energy has the potential to affect her composure when enforcing rules, but we believe that she will respond to the proper training Lacks any additional experience supervising or enforcing rules LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Became pregnant at the end of her high school career; she still completed high school and made parenting her daughter her priority Has minimal unpaid financial obligations and stays away from illegal drugs and alcohol Reported two arrests during high school; one for starting a fight, and the other for shoplifting (charges were dropped after proof surfaced indicting her friend of the crime) While she may initially defend herself and seek to justify her actions before accepting critical feedback, she seems open to incorporating helpful feedback given her desire to do her job well OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Resilient individual who has witnessed her fair share of stressful situations throughout her lifetime, such as gang activity, prostitution, and violence Her vigilance and common sense will serve her well in confronting stress on the job However, this person can become unraveled at times when she is nervous, resulting in inappropriate laughter and the tendency to talk too much The follow-up email she sent to us after her interview reflects her struggle to contain herself under certain types of stress Enjoys strong support from her family To relax, she watches television, reads, writes, prays, and spends time with her daughter Special Training & Orientation Concerns This person will require clear expectations, particularly regarding interpersonal interactions. For example, she will need to monitor when she is acting hyper or too talkative on the job. Although this is a capable individual, she will need to adjust her behaviors for others to take her seriously. Providing guidance about acting professionally will need to be a part of her training. She will need to monitor her nerves and how they impact her self-presentation on the job PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, she took the time to fill out her paperwork completely. She provided thoughtful and accurate responses in her paperwork, though she lacked proper use of grammar in her written responses. Regardless, this candidate was able to get her points across in writing. We also administered two other writing samples (both of which were typed). In all of her exercises, this applicant demonstrated adequate writing ability by being attentive to most details, and writing in clear, definitive, and complete sentences. Ms. Mcarthur is a bright individual who is a quick thinker; her test scores reflect this observation. Nonetheless, she will need to work on her grammar and spelling a bit in order to ensure the quality of her reports. In addition to her intellectual abilities, Ms. Mcarthur is particularly motivated and ambitious. Moreover, she possesses some traits that are indicative of emotional intelligence, including compassion and empathy. Overall, we evaluate Ms. Mcarthur to possess the cognitive skills to learn the required duties of the job in question, yet we believe that some of her personality traits and behavior will make it difficult for her to consistently employ those abilities. PART IV Based on our observations and overall assessment, we evaluate Ms. Mcarthur to be an unacceptable applicant for the position in question at this time. This candidate is certainly resilient and energetic, as she maintains a positive attitude even in the face of obstacles, of which she has experienced many. Ms. Mcarthur grew up in public housing with her mother, stepfather, five brothers, and one sister. After becoming pregnant during high school, Ms. Mcarthur relied on her resourcefulness and this single mother moved to the suburbs with her child so she could properly support herself and her daughter. She values motivation and positivity, and has not let anything get in the way of her ability to care for her child. This candidate earned an associate e2 80 99s degree in criminal justice from the College of Lake County which she funded entirely herself. With all of that being said, there are some concerning personality characteristics that Ms. Mcarthur will need to address adequately before becoming a police officer. Her inability to contain herself shows as talkativeness and high energy, which will come across as unprofessional and likely impact her credibility. She will need guidance on how to approach situations in a more serious way in order to assert herself and give members of the public a feeling of security. We believe that gaining additional experience in an auxiliary position will teach her what is expected of her. In short, Ms. Mcarthur will need to learn to show greater composure. The email she sent to our office after her appointment endorsing herself for the position highlighted our observations of her behavior, as in 40 years of business, very few candidates have done so. With that being said, Ms. Mcarthur needs to prove that she can contain her excitement before being placed in a sworn role. Therefore, in light of our overall review, we would not recommend that Ms. Mcarthur be given an offer to work as a Police Officer for the City of Zion. ERL/SAL"', 'b"INDIVIDUAL ASSESSMENT William McIntyre Village of Carol Stream USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: William McIntyre Position: Police Officer Age: 30 Department: Police Department Date: July 3, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a business suit; mature and pleasant presentation Mild-mannered and engaging in his demeanor Respectful, relaxed, and straightforward in his delivery Engaging and sincere individual who can probably develop a quick rapport with most people Will be viewed as a credible and capable police officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Applicant has worked effectively with groups and teams over the years in various areas Strong mission and task focus, but also collaborative and cooperative in his interpersonal style Does not call much attention to himself but most will view him as a likable and considerate person Above average needs for inclusion and acceptance from others Agreeable and even-tempered; should not have difficulty forging solid working relationships with his fellow officers and with citizens PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Received a Purple Heart after sustaining a round to his leg while serving with the USMC in Afghanistan Expressed a degree of pride in his service to his country and would now like to do the same in his home community of Carol Stream Rates very high on our measures of altruism Self-esteem is enhanced when he is able to provide a needed service to others Looks forward to the fulfillment and gratification of public safety work Will be professional and polite in his interactions with the public JOB PREPARATION Relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Although rated as e2 80 9cacceptable e2 80 9d on this dimension this applicant has had no direct experience with police work; nor has he taken any coursework in criminal justice At the same time, he has had a good deal of relevant life experience with his military service and employment history as an operational and mechanical engineer Honorably discharged from the USMC-R in 2013 with the rank of Sergeant (E-5) Holds a bachelor e2 80 99s degree in industrial engineering with a minor in mathematics from UIC in 2014 Employed as a manufacturing engineer for one year before taking a position with USPS three years ago as an operational industrial engineer Certified as Lean Six Sigma Black Belt in 2017 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Determined, focused, and disciplined approach to his work and responsibilities Will go above and beyond that which is merely expected of him High needs for achievement, competence, and quality Will meet or exceed departmental performance standards on a consistent basis (which he has done with nearly all of his previous employment and academic experiences) Once he has been properly trained and had some experience under his belt, we expect this low-keyed individual to be one of the more productive officers within the department rather quickly RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for those in positions of authority by his parents Positive relationships with nearly all of his previous bosses and supervisors including his time in the Marine Corps Disciplined, regimented, and focused individual who will make it a point to exceed his supervisors e2 80 99 expectations of him Although he likes to be in control, this individual is very open and receptive to new ideas and corrective feedback Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Not much experience in the enforcement of rules or maintaining order Conversely, he has had considerable experience working under pressure and highly stressful situations Confident, rational, and decisive; above average critical thinking skills Not likely to exert a strong command presence but will be taken seriously when his authority is challenged Once he has been properly trained and had some street experience under his belt, we expect this area to emerge as a strength for this individual LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Began assuming responsibility for himself and his actions at an early age Applicant came across as an honest and straightforward person who will hold himself accountable for his actions and decisions Open and candid in reporting some of the regrets and disappointments he has had in his life thus far e2 80 93 even those rare situations he found embarrassing to report Self-sufficient and responsible since his early college years Married for the past four years and the father of two young children; devoted husband and father This individual will admit to mistakes and he will honor his commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted individual who has endured some significant hardships in his life Adaptable, motivated, and action-oriented, this individual has been able to roll with the punches when faced with adversity and obstacles Positive self-image; not likely to personalize negativity and resistance Given his lack of exposure to law enforcement operations, we do have some concerns about the accuracy of his perception of what life will be like for him as a municipal police officer Supportive base of family and several close friends Keeps himself in very good physical condition; enjoys outdoor activities with his family as a means of relaxation TASK FLEXIBILITY ability to handle multiple, simultaneous tasks Strong Acceptable Marginal Poor COMMENTS: Organized, systematic, and disciplined individual who will prioritize his work in a logical and rational manner Tends to be a bit too analytical and careful with respect to details and thoroughness which may compromise his efficiency at times We believe this characteristic diminished his performance on our Simulation Exercises Applicant has demonstrated the ability to multi-task in other work venues Expected to record and transmit vital information accurately (orally and on paper) Special Training & Orientation Concerns Relatively unfamiliar with police work other than what he has learned from a close friend serving as a Wheaton police officer. Obviously, he has a lot to learn. On his behalf, this applicant is very bright and catches on quickly. Does not project a particularly strong command presence. At the same time he will be viewed as capable and credible by citizens. With some patience on the part of his supervisors and FTO e2 80 99s, we believe this individual will be able to develop a more authoritative bearing when necessary. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Press Test (ability to perform a task under stress or with distracting conditions) Press Test AVERAGE AVERAGE Simulation Exercises (ability to process job related information) Simulation Exercises BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. McIntyre provided a neatly typed account of his personal and professional background which included essential details and some elaboration when it was appropriate. In addition, this applicant supplied a professional resume which contained further details about his career and experiences. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated excellent writing ability, as his ability to express himself in complete sentences with proper syntax, grammar, and punctuation was rather polished. Report writing and documentation will not be problematic for this individual. Moreover, we can envision this individual being utilized in administrative capacities because of his professionalism and polish in his interpersonal style as well as his strong writing skills. Overall, we evaluate Mr. McIntyre to possess above average mental ability. This assertion is supported by his academic and occupational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. An above average student at Willowbrook High School, Mr. McIntyre co-captained the school e2 80 99s wrestling team and was involved in other extracurricular activities involving academic competition in mathematics and German. Upon graduating in 2006, Mr. McIntyre departed for his basic and advanced training as a Marine Corps Reservist in the area of social operations and reconnaissance. Stating that he would one day like to obtain a doctorate in mathematics, Mr. McIntyre was also drawn to engineering and went on to further his formal education in that area with a bachelor e2 80 99s degree in industrial engineering from UIC in 2014 (in between a deployment to Afghanistan where he was seriously wounded in combat). While working at USPS, Mr. McIntyre was particularly proud of the attainment of his Lean Six Sigma Black Belt which he obtained last year after conducting a challenging and comprehensive project which helped to improve the overall efficiency and operations of the Post Office. All things considered, this bright and diligent individual will not have difficulty mastering the essential information and skills required to become a police officer. PART IV Mr. McIntyre is the second of three children who spent his developmental years in Willowbrook where he attended local public schools. An above average student, Mr. McIntyre e2 80 99s first plan of action was to enlist in the Marine Corps Reserves right out of high school, which he did. Trained as a reconnaissance specialist assigned to special operations, Mr. McIntyre had to make the grade in each phase of his training in order to be allowed into this sensitive and challenging specialty, which he did. From there he began pursuing his formal education in engineering and mathematics. While enrolled in the industrial engineering program at UIC, Mr. McIntyre volunteered to be activated during Operation Iraqi Freedom in 2011 because he felt the need to serve his country even though it delayed his degree progression. After three months in Afghanistan, Mr. McIntyre sustained a gunshot wound to the leg in an ambush, which required a good deal of rehabilitation. A Purple Heart recipient, Mr. McIntyre would now like to focus his energy on serving the community with the same pride and honor he once served his country. Based on our observations and assessment, we evaluate Mr. McIntyre to be a strong candidate for the position in question, as he received favorable ratings on most of the key dimensions connected with success as a police officer. While we are aware that this is quite a dramatic career change for Mr. McIntyre, he has discussed the matter with his wife of four years, and he has been actively applying for selected police officer positions for the past year or two. Recently, he declined further processing by the Illinois State Police because of the strong likelihood of relocation. While he rates relatively high on several other suburban hiring lists, his preference would be to serve the citizens in his current home community of Carol Stream, and came across as committed and enthusiastic about this chance to do so. A bright, competent, determined, and amiable individual this candidate presented with excellent potential for developing into a productive and capable addition to the department. In fact, we anticipate that with his high needs for achievement and strong work ethic, this individual is likely to ascend in rank over the long-term. In light of our review, we would recommend that Mr. McIntyre be given an offer to work as a Police Officer for the Village of Carol Stream, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Christian Merkau Village of Arlington Heights USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Christian Merkau Position: Firefighter Age: 26 Department: Fire Department Date: January 10, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Communicates in a quiet and composed demeanor Seen as serious minded His superiors have urged him to be more participative and join committees in the department, such as those pertaining to designing a new ambulance Likely appreciates humor, but will probably not initiate it Prefers coworkers who pull their own weight, and when they do not, he is likely to rely on peer pressure to induce them to work harder At the same time, because he is young, he will be reluctant to confront his older, more senior colleagues Might take time to acclimate to his new surroundings and feel comfortable in the presence of his peers PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Should be viewed as an approachable presence despite his somewhat youthful appearance Scored above average on our measures of altruism Seems genuine and sincere in his desire to serve, protect, and assist others in need Looks forward to providing educational programs to the public In general, cites interacting with the public as one of his primary motivators for seeking the job in question Having grown up in the Village of Arlington Heights, he is especially excited about serving the community Also drawn to the variety, activity, and mental and physical challenges involved in a fire service career For example, this person scored exceptionally high on our measures for excitement-seeking JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: A.A.S. degree in fire science from Harper College, which was earned in 2014 EMT-B in 2013 from Harper College and Northwest Community Hospital EMT-P in 2014, also from Harper College and Northwest Community Hospital B.O.F. certification from NIPSTA, which was awarded in 2017 Over five years with Rescue 8 in Palatine, Illinois, and he was assigned to Arlington Park Race Track Currently with A-Tec Ambulance, also assigned to Arlington Park Race Track Has been a firefighter/paramedic since July of 2016 with the Bloomington Fire Department In addition to possessing relevant work and life experience, he is appropriately mature Expected to honor his commitments and obligations No brushes with law enforcement and reports never using any kind of illegal substances We believe he fully understands the imperative that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: For someone 26 years of age, this person has demonstrated excellent job stability Described by his superior officers in the fire service as a dedicated and loyal employee Prides himself on his punctuality; the applicant arrived more than an hour early for his appointment at our office As mentioned above, this person will be perceived as serious-minded Rates very high on our measures of conscientiousness, which was not entirely reflected in the materials he submitted as part of his assessment Will strive to meet or exceed departmental performance standards Rates high on our measures of achievement motivation and self-discipline Serious about his duties and essential job functions Reliable, dependable, and consistent in his basic work habits Applicant has followed the rules throughout most of his life COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Has had exposure to a wide variety of emergencies and trauma Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far However, he finds injuries and harm to children to be particularly disturbing Sees himself there to solve problems and make sure that he has the proper resources at his disposal Able to control emotional expression and curb frustrations; emotionally and professionally mature Small but supportive base of family; recently involved in a relationship with someone in the nursing field Not prone toward prolonged periods of worry or depression Expected to roll with the punches when faced with adversity and frustration Possesses no potentially harmful habits that would impair his performance on the job or derail his goals and objectives Tends to drink in moderation except for a couple times a year when he approaches the limits of what is defined as binge drinking Committed to the fire service and unlikely to leave for another line of work Special Training & Orientation Concerns Monitoring his paperwork and report writing to make sure that it is completed with the appropriate level of detail and information PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Merkau submitted a Personal History Form that was accurate, but it could have contained more information and detail. In his behalf, however, Mr. Merkau did use proper spelling and grammar on his Personal History Form. We also administered another writing sample, which included a discussion of a highlight and a setback during the course of the candidate e2 80 99s career. On this exercise, the applicant demonstrated reasonably acceptable writing ability in terms of expressing his thoughts and ideas with the appropriate grammar and syntax. But once again, Mr. Merkau e2 80 99s materials lacked for the pertinent details. We are, nonetheless, encouraged by the candidate e2 80 99s scores on both sections of the Wonderlic Basic Skills Test, which predicts positively for his job performance. All things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe Mr. Merkau demonstrates acceptable EQ by the empathy he has shown for others. PART IV Based on our observations and assessment, we evaluate Mr. Merkau to be an acceptable applicant for the position in question. The candidate claims that he first became interested in the fire service as a youngster. Mr. Merkau had a grandmother who worked at a hospital, which also helped shape his interests in medicine. While still attending Hersey High School, the applicant was able to attend classes in fire science given at a local community college. As we noted previously in Part II of this report, Mr. Merkau has worked hard to earn the proper certifications and credentials to perform as a firefighter/paramedic. As also noted earlier, he has a total of five years of experience in the fire service and EMS. There is a lot that we like about this individual. In particular, he is a polite and respectful person who will approach his duties and responsibilities in a serious manner. As noted above, Mr. Merkau rates either acceptably or strong on all of the dimensions related to success in the position in question. Hence, we have few, if any, questions about the candidate other than to raise the issue regarding the completeness of his paperwork and report writing. Thoroughness will be important for EMS reimbursement purposes, and we think his reports will require monitoring. Regardless, in light of our overall favorable review of this individual, we would recommend that Mr. Merkau be given an offer to work as a Firefighter for the Village of Arlington Heights. SAL"', 'b"INDIVIDUAL ASSESSMENT Taylor Messer Village of Matteson USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Taylor Messer Position: Firefighter Age: 24 Department: Fire Department Date: October 3, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within expressed timelines Arrived over an hour early for her appointment, stating that she did not want to be late Well-groomed, but more casually attired in slacks and a sweater Initially comes across as formal and a little stiff We suspect that she was anxious about the assessment process Once relaxed, this candidate is capable of giving a more favorable account of herself INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: The applicant admits taking a low-key stance in terms of interacting with other people This above-mentioned behavior will be most pronounced when she is serving her probationary period Despite a history of accomplishments in the classroom, on the athletic fields, and at work, the candidate lacks a certain amount of self-confidence As a result, she tends to be harder on herself than called for by the situation On the other hand, self-critical people can also be critical of other individuals In short, she will be rather direct and straightforward in her dealings with her fellow firefighter/paramedics PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: With above average needs for excitement, the challenge of a career where every day is different and unpredictable is very appealing to the applicant Having played organized sports all the way through college, the candidate is also attracted to the team work associated with the fire service At the same time, we would be remiss if we did not mention that this person is drawn to helping people In particular, the applicant finds the prospect of serving a community very attractive Finally, she is looking for a job where she can grow and learn new things everyday JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Earned her degree in fire science from Western Illinois University in 2017 Performed an internship in 2016 with her hometown, Plainfield Fire Department Paramedic e2 80 99s license was awarded through Ingalls Hospital and South Suburban College in 2019 B.O.F. was earned in 2019 at the Romeoville Fire Academy Performed as a security medic at the Hollywood Casino in Joliet, Illinois, for a year and a half At present she is on contract to the Wilmington Fire Department through Kurtz Ambulance; she has held this position since June of 2017 after she left the Hollywood Casino in Joliet, Illinois WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Has a responsible work record reflecting no terminations or any kind of disciplinary actions against her Scores high on our measures of conscientiousness Since she is hard on herself, we suspect that she will take her time and perform her chores in a methodical manner This person possesses good work habits, including her track record for punctuality Finally, the applicant is eager to learn and will do whatever is required to acquire new skills RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to respect authority as a youngster Obeys the rules Is used to being supervised and managed closely, starting from her days playing organized sports This person is not opposed to a supervisor who pushes her hard to perform at her best Responds well to honest and direct feedback Will be uncomfortable if she is unsure where she stands with her superiors in the department ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: The applicant acknowledges that she is still fairly new to the world of EMS As such, she has had limited exposure to medical emergencies and trauma With that said, however, she did witness a horrific industrial accident where the victim was badly mutilated by a piece of machinery Although the applicant admits that the incident was e2 80 9cawful to see, e2 80 9d she did not become physically ill According to the candidate, it is her approach to detach emotionally from such tragedies LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: The applicant has been law abiding, reporting no arrests On the other hand, she has used illegal drugs, including smoking marijuana less than 20 occasions None of her drug use occurred while she was studying fire science in college While in college, she did use Adderall, which was not prescribed to her in order to focus when studying for exams or needing to finish assignments At present this person lives at home with her family, but she has been involved in a two-year relationship We anticipate that the applicant will hold herself accountable for her actions without resorting to making a lot of excuses OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: This individual is tough-minded and able to persevere through stressful situations The candidate is committed to the fire service and EMS and is unlikely to resign her appointment to the position in question prematurely While the applicant likes to have a good time and consume alcohol, she does not appear to drink to excess; according to the candidate her limit is five beers at most As a former athlete, the applicant lists exercise as her primary way of relieving tension and stress She also enjoys spending time with friends and family Special Training, Orientation & Concerns The candidate claims that she could improve on not being so hard on herself Honest and straightforward feedback on her performance; needs to know where she stands with her superior officers in the firehouse PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Ms. Messer took the time to submit an accurate and detailed Personal History Form, reflecting her close attention to the details. We also observed her to be careful and conscientious when completing her answers on an exercise calling for her to identify a highlight and a setback during her career. These displays of effective writing skills are reinforced by the observation that she performed very well on the verbal abilities portion of the Wonderlic Basic Skills Test. In light of these findings, we predict that Ms. Messer will handle any and all paperwork and reporting requirements in an acceptable fashion. There is no question that Ms. Messer is well-educated. As we noted previously in Part II of this report, the candidate cited the challenge of continuous learning in the fire service and EMS as one of the reasons she is seeking to pursue this line of work. We also observe this individual to possess good judgment and common sense. She is not one to react impulsively. Overall, we evaluate Ms. Messer to be gifted with the necessary mental ability required to learn and master the job in question. PART IV Based on our observations and assessment, we evaluate Ms. Messer to be an acceptable applicant for the position in question. The candidate claims that her interest in the fire service dates back to her youth, when her best friend e2 80 99s father was the Fire Chief in the Village of Hoffman Estates, Illinois, and she was allowed to visit the firehouse. The dream of becoming a firefighter/paramedic stuck with Ms. Messer throughout high school, and when she enrolled at Western Illinois University as a freshman, she was able to select fire science as her major field of study. At the same time, Ms. Messer attended college primarily to play NCAA Division I women e2 80 99s softball. The applicant was an outstanding catcher, who was recruited right out of Plainfield East High School and offered an athletic scholarship to Western Illinois University for anywhere from 60 percent to 75 percent of her college tuition. During college, the candidate performed an internship with the Plainfield Fire Department. From there she has gone on to earn all of the necessary certifications and credentials required to become a full-time firefighter/paramedic. Ms. Messer has also gained valuable, hands-on EMS experience. While she is hard on herself and will be rather direct in her dealings with other people, she can be counted on to be conscientious and committed to her chosen line of work. Therefore, in light of our overall positive review, we would recommend that Ms. Messer be given an offer to work as a Firefighter for the Village of Matteson. SAL"', 'b"INDIVIDUAL ASSESSMENT Carlo Montella Village of Arlington Heights USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Carlo Montella Position: Police Officer Age: 23 Department: Police Department Date: July 17, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Large, heavy-set individual who should project a credible police presence Clean-cut and well-groomed Appropriately attired in a sport coat and tie for his appointment at our office Tends to speak a little loudly when excited Sought to manage his impression by distorting his test scores in order to look more relaxed and worry-free than he is in actuality INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Despite his attempts to alter the personality tests in a favorable light, this person will be generally open and honest in his dealings with other people Tends to be rather talkative as the result of feeling uncomfortable in unfamiliar situations Will be seen as helpful and accommodating by his fellow officers Upbeat, positive, and good-natured disposition Gifted with a good sense of humor Unlikely to be confrontational or argumentative with his peers at the agency PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: As a youngster, this person performed a number of service-related activities during his involvement in the Boy Scouts of America Committed to serving the members of the community Also attracted to law enforcement for its opportunities for professional advancement Looking forward to the camaraderie connected with being a member of the department JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Received his B.S. degree in criminal justice from Illinois State University in 2017 In conjunction with his degree program at ISU, the applicant also performed an internship with the Arlington Heights Police Department in the spring of 2017 While attending school at Illinois State University, this person participated as a member of the school e2 80 99s event security team However, the applicant admits that he has very little enforcement experience WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: This candidate rates relatively high on our measures of conscientiousness, even though he might not be the most organized individual Accommodating and flexible, as evidenced by his willingness to pick-up extra shifts at his present place of work as a package handler for FedEx Candidate is often called upon at FedEx to train new employees Overall, he can be expected to show initiative and approach his job in a positive manner RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for those in positions of authority Has never encountered trouble with the law Has never been terminated from any previous place of work His only disciplinary action occurred when he did not take a break from his job as mandated by the work rules at the dining hall where he was a server in college Will respond well to a positive and friendly supervisor who is available and accessible to the officers on his or her shift ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Expected to be courteous in his interactions with the public Polite and considerate; will treat everyone fairly and respectfully We detect an unwillingness on his part to engage in conflicts or arguments, and he might show leniency to those citizens who commit minor traffic offenses On the other hand, we believe he possesses the appropriate sense of obligation to be seen as a reliable back-up for his fellow officers in emergency situations Will need guidance and instruction on how to handle particularly complex and potentially dangerous citizen interactions, like domestic disputes LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy set of moral values, to include showing consideration and respect for all people As noted, he has never been arrested On the other hand, he made poor choices about using illegal drugs, having smoked marijuana at least 50 times before quitting early in his college career Has conducted himself responsibly away from the job, and his only major financial obligations are a $40,000 student loan and a $15,000 car loan Overall, we anticipate the applicant to hold himself accountable for his actions and not look to make excuses OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: This individual generally starts what he finishes Appears committed to a career in law enforcement; has his degree in criminal justice As a result, he will likely remain in the position in question, if it is offered to him Resides at home with his parents; yet, has been in a committed relationship for the past four and a half years To help dissipate tension and stress, the applicant exercises on a regular basis, which recently helped him lose around 35 pounds Consumption of alcohol seems reasonable, and he has no harmful habits that would adversely impact his ability to perform his job Special Training & Orientation Concerns Guidance and instruction on handling difficult citizen interactions that have a potential for danger and violence Monitoring his handling of routine traffic stops to ensure that he is not too lenient with offenders PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Montella provided a complete and accurate account of himself. We also administered two other writing samples (one handwritten and the other typed). On all of his written exercises, this applicant demonstrated excellent writing skills. Specifically, the candidate was attentive to all of the details, and he wrote in clear, definitive, and complete sentences, while utilizing the proper grammar and syntax. This positive behavior coupled with his conscientious work attitude predicts for Mr. Montella handling the paperwork and report writing demands of the job in question well. This multi-sport individual maintained above average grades throughout high school and college and had a strong showing on the above-reported tests of mental ability and thinking skills. Our overall assessment indicates that Mr. Montella will learn his new job quickly, and handle all of the essential elements of his role with the agency. PART IV Based on our observations and assessment, we evaluate Mr. Montella to be an acceptable applicant for the position in question. This individual performed well on all of the critical dimensions related to success as a police officer. Raised to respect others, and in particular, those in positions of authority, we see this person as open to feedback and constructive criticism aimed at improving his job performance. During college, Mr. Montella made a change of majors, having first considered studying environmental science. However, after taking a class in his anticipated major, he became less enamored with the field. On the other hand, he took a class in criminal justice which struck a chord with the candidate and led him to switch majors. After performing an internship with the Arlington Heights Police Department, he became even more committed to his chosen profession. Since this candidate spent several months at Arlington Heights PD allows the department the opportunity to add their observed input on top of our own assessment to make a better-informed decision on Mr. Montella e2 80 99s suitability for the job in question. Regardless, we believe that once he gets some solid experience on the street under his belt, he will make a fine officer and a good addition to the agency. Therefore, in light of our overall favorable review, we would recommend that Mr. Montella be given an offer to work as a Police Officer for the Village of Arlington Heights. SAL"', 'b"INDIVIDUAL ASSESSMENT Quincy Muhammad The Moody Bible Institute USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Quincy Muhammad Position: Police Officer Age: 24 Department: Police Department Date: April 20, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Although he was neatly groomed, candidate e2 80 99s choice of attire was a bit unusual Dressed in a red-striped dress shirt, tight-fitting vest, and festooned with a large red and white polka dot bow tie Coupled with his up-combed afro hairstyle this candidate was certainly noticed by other candidates in our reception area and probably everyone in the building Offsetting this attention-getting wardrobe, this applicant came across as upbeat, professional, confident, and very open and candid This applicant was smiling throughout his entire time at our offices; engaging and approachable Yet, he came across as serious and sincere While he may need some guidance about the importance of one e2 80 99s appearance as it pertains to the public e2 80 99s perception of professionalism and credibility, this individual is very likely to be taken seriously as a police officer INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Very outgoing and gregarious individual who struck us as socially adept Typically agreeable, positive, and happy in his interpersonal style Above average needs for inclusion and acceptance from others, but not likely to compromise his values or morals in order to fit in Background in competitive sports; should prove to be a collaborative team player who will be just as eager to assist his fellow officers as he will in serving the public Likable and good-natured; not expected to encounter difficulty forging close working relationships with his peers and superiors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Prefaced his interest in police work by stating that he would e2 80 9clove to serve in an environment of God e2 80 99s servants like Moody e2 80 9d Rates very high on our measures of altruism Came across as genuine and sincere in his desire to make the world a better place through his effort and knowledge Also drawn to the camaraderie and teamwork he anticipates in a law enforcement career Will be respectful, courteous, and professional in his interactions with students, faculty, and visitors to the campus JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Earned about 30 semester hours of college credit at a community college where he took primarily business courses Worked a couple of entry-level jobs as a construction laborer, shipping clerk, and store room clerk Since September of 2016, applicant has been working as a service advisor for a rather large car dealership Was also employed as an assistant sales manager for AT&T for about a year No direct or related experience in police work, nor has he taken any criminal justice coursework WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since graduating from high school Active and energetic individual who likes to be busy and occupied with meaningful work Reliable, dependable, and determined in his basic work habits More than anything we believe this individual e2 80 99s positive attitude and conscientiousness predict favorably for his productivity and dutifulness on the job Started out as an auto service advisor for a large Buick dealership without knowing anything about cars or internal combustion engines a year and one half ago Candidate is now the top producer for the dealership RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Respectful and accommodating in his interactions with those in positions of authority over him, despite what appears to have been an unfair termination from a previous job Will be very eager to please and prove himself to superiors when given an opportunity Seemed to be fairly disciplined in his work habits and time management Unfamiliar with the rigor of a paramilitary organization, yet we see this candidate as highly adaptable and flexible Follows the rules; expected to adhere to departmental policies Open-minded and enthusiastic; should be a pleasure to supervise ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident, outgoing, and talkative; applicant reportedly very much enjoys e2 80 9cpublic speaking e2 80 9d Although he has no law enforcement background, we were impressed with the tact, care, and assertiveness he has demonstrated with problematic and irate customers Will rely on persuasiveness and diplomacy in handling confrontations and challenges to his authority Expected to be firm and reasonable in his enforcement activities With the proper training and some experience under his belt we expect this area to emerge as a strength for this socially adept individual LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far (there have not been many due to his optimistic and positive approach to life and its vicissitudes) From all indications this individual began assuming responsibility for himself and his actions at an early age No brushes with law enforcement; acknowledged experimentation with marijuana his sophomore year in high school Involved in a committed relationship to his wife of five years who is presently a student at Moody Financially stable and responsible; no significant debt OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, positive, and relatively well-adjusted; not easily angered or frustrated Does not appear to be prone toward prolonged periods of worry or depression Large extended (blended) family with several close and trusted friends Enjoys a few social and recreational outlets which he finds enjoyable and invigorating Not much seems to bother this optimistic individual, yet he is realistic about addressing problems as they arise; tends to just roll with the punches Special Training & Orientation Concerns Unfamiliar with the essential job functions required of a police officer other than stories he has heard from family members involved in the law enforcement field. At the same time, we expect him to catch on rather quickly. An extrovert and rather expressive individual this applicant enjoys calling a bit of attention to himself with his sense of fashion. May need some reminders about the importance of conformity and mindfulness of the public e2 80 99s perception of professionalism based upon an officer e2 80 99s appearance. While his use of using all capital letters may be permissible for writing service reports at an auto dealership, this individual will need to polish his report writing skills for the purposes of professional documentation of police related manner (which should also include tempering or omitting his use of exclamation marks which he seems to be very fond of using). PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Muhammad provided a neatly typed account of his personal and professional background that contained all essential details and quite a bit of candid elaboration at times. Along this line, Mr. Muhammad intermittently typed in all capital letters oftentimes followed with several exclamation marks for apparent emphasis. While we believe he was trying to accent and highlight his thoughts and feelings, this type written communication struck us as a bit immature and overly expressive, and will never do when it comes to police reports or professional documentation. As will be the case with his manner of dress, Mr. Muhammad will need guidance in toning down his expressiveness and enthusiasm in the way he communicates verbally, non-verbally, and on paper. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability. In these writing samples, Mr. Muhammad was able to express himself in complete sentences and utilized proper grammar, syntax, and punctuation most of the time. With the proper training, we expect this individual to be able to create more polished and professional documentation. Overall, we evaluate Mr. Muhammad to possess average mental ability. This assertion is supported primarily by his vocabulary and the manner in which he was able to express his thoughts and ideas throughout his assessment, and by some of his occupational accomplishments to date. PART IV Mr. Muhammad is the oldest of nine children in a mixed sibship. According to Mr. Muhammad, his parents divorced when he was six-years-old and he was raised primarily by his mother and grandmother. Mr. Muhammad e2 80 99s father has remained an important part of his life, and he reportedly feels that even though each parent remarried and went on to have more children that they are all e2 80 9cone big happy family, e2 80 9d which he attributed to their strong sense of Christian values and respect for each other. This candidate certainly seemed quite happy throughout his time at our offices, and there was a positive tone to just about everything he discussed. Once given an opportunity and a vote of confidence, Mr. Muhammad was off and running in order to learn and develop the requisite skills required to function as a service advisor. Even though this is the only police officer position for which he has ever applied, we genuinely anticipate that Mr. Muhammad will approach this opportunity with the same amount of diligence and enthusiasm as he has elsewhere in his life. Based on our observations and assessment, we evaluate Mr. Muhammad to be an acceptable applicant for the position in question, as he received favorable ratings on all but one of the key dimensions connected with success as a police officer. Overall, we liked the balance he brings to the position in terms of his strong interpersonal and communication skills, and his solid work ethic. As we have noted in this report, Mr. Muhammad has several positive attributes and skills predictive of long-term success in the law enforcement field. However, this applicant is very e2 80 9cgreen e2 80 9d and does not yet know how to utilize these fine qualities to his advantage in performing both the enforcement and customer service aspects of the job. Once he has been properly trained and has obtained a more knowledgeable e2 80 9cfeel e2 80 9d for what he is actually doing with a badge, uniform, and weapon, we believe Mr. Muhammad has the potential to emerge as a very productive and well-liked officer over time. In light of our favorable review of his qualifications and personality characteristics, we would recommend that Mr. Muhammad be given an offer to work as a Police Officer for The Moody Bible Institute. JWB"', 'b"INDIVIDUAL ASSESSMENT Richard O\'Connor Village of Tinley Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Richard O\'Connor Position: Part-Time Police Officer Age: 36 Department: Police Department Date: April 15, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Shaved head and neatly groomed; dressed in CFD uniform as he just got off shift prior to assessment Pleasant, straightforward, and down-to-earth in his presentation; not many pretenses about this individual Calm, polite, and pleasant in his demeanor Conveys a mature and capable bearing; will be viewed as an approachable and authoritative officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and very agreeable in his interpersonal style; positive and optimistic attitude High needs for inclusion and acceptance from others Enjoys the teamwork and camaraderie involved in both the fire service and police work Appears to be a collaborative team player who is also comfortable working solo on projects and assignments Nothing flashy about this individual, yet his sincerity and common courtesy will endear him to his fellow officers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Stated several times in a variety of ways during his assessment that he genuinely enjoys providing needed assistance to others Rates high on our measures of altruism Self-esteem enhanced when he is able to impact the lives of others in a positive way Although he is a full-time probationary firefighter with Chicago, this individual also enjoys the more proactive nature of police work Will be respectful and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in interdisciplinary studies from Governors State University in 2013 Worked for a private security company assigned to People e2 80 99s Gas from 2007 to 2011; performed patrol and site security functions Employed as a correctional officer at 26th and California for the Cook County Sheriff e2 80 99s Office for five and one-half years Hired by the Chicago Police Department in February of 2017; completed academy training but resigned two months prior to his probationary status ended to take a position with the Chicago Fire Department (see Part IV) Remains a probationary firefighter with the CFD since May of 2018; certified as a Basic Operations Firefighter and EMT-B WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since graduating from high school in 2001 Reliable, dependable, and competent in his basic work habits Scored high on our measures of conscientiousness; serious about his duties and responsibilities Moderate needs for achievement; focused more upon the quality and acceptability of his work than he is in advancement at this point in his career Rather persistent and resourceful person who will find ways to meet expectations and performance standards RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Expressed appreciation toward the various authority figures and role models who helped him and his siblings after the death of both of his parents Respectful and accommodating in his interactions with his superiors; does not like to disappoint them Likes the rigor, discipline, and structure of life within a paramilitary organization Follows the rules; will do as he is told, and will adhere to departmental policies and procedures Reasonably open-minded; will try to incorporate constructive criticism when it provided in a proactive manner ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident, engaging, and able to project an authoritative and mature bearing Applicant is much more affable and pleasant than he may appear on first impression Straightforward and courteous approach to offenders and resistive subjects Learned some valuable lessons about the importance of tact, persuasiveness, and respect while working with provocative and resistive inmates for over five years Expected to be firm and fair in his enforcement of laws and ordinances LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Modestly stated that he is most proud of where he is at right now with his life after the regrettable loss of his parents before entering high school In this regard he cited his history of public safety work, marriage to his wife of 10 years, and raising his two-year-old daughter Openly discussed shortcomings and developmental needs Will honor commitments and obligations; began assuming responsibility for himself at an early age Does not consume alcohol; tried marijuana once 18 years ago OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and very practical; tends to roll with the punches when faced with adversity and frustration Coped adaptively with some hardships and insecurities during his developmental years Rather resourceful and well-connected person who takes action when faced with obstacles Encountered little difficulty coping with the inmate population at 26th and California; not likely to personalize negativity Not prone toward prolonged periods of worry or depression Supportive extended family and a handful of close friends Special Training & Orientation Concerns Hardworking and dutiful individual who may not come across as very polished or sophisticated initially. Coupled with his reserved demeanor and down to earth communication style, it may take a while for sworn officers and supervisors to get to know him as he does not call much attention to himself. Over time we believe this applicant will be able to fit in comfortably with his fellow officers and superiors, as he will strive to earn their respect and trust through his efforts on the job. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. O e2 80 99Connor provided a neatly typed account of his personal and professional background which included most essential details but without much elaboration or explanation. In fact, most of his responses were very succinct phrases or clauses. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability as he was able to express himself in complete and coherent sentences that contained proper syntax, punctuation, and grammar. This individual has the capacity to produce informative and useful reports and documents, yet he may need some reminders about the importance of thoroughness and professionalism in his writing style. Despite his sub-par scores on our standardized test of cognitive ability cited above, we evaluate Mr. O e2 80 99Connor to possess at least average mental ability. This assertion is supported by his formal education and occupational accomplishments to date. Despite the death of both of his parents just before entering Marist High School, Mr. O e2 80 99Connor talked about the support he received from the brothers and teachers who helped him maintain his focus and provided support when he needed it. Graduating with a e2 80 9cB e2 80 9d average, Mr. O e2 80 99Connor wanted to work in the public safety field and tried to further his formal education on his own financially. After attending five colleges, this persevering individual eventually obtained his bachelor e2 80 99s degree in interdisciplinary studies from Governors State University in 2013. Whatever he may lack in terms of innate intellectual capacity, he will make up for in determination and diligence in his attempts to master the essential job functions required of a police officer. PART IV Based on our observations and assessment, we evaluate Mr. O\'Connor to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. On his behalf, Mr. O e2 80 99Connor graduated from the Chicago Police Academy without difficulty in 2017, and there were no reported difficulties during his field training and probationary period with the CPD. However, Mr. O e2 80 99Connor e2 80 99s original intent was to serve the City as a firefighter and had applied for a firefighter position in 2014. Due to a reported problem with the processing of his application and credentials, he was finally extended an offer of employment in 2018. According to Mr. O e2 80 99Connor, his grandfather died in the line of duty as a Chicago firefighter which added preference points to his eligibility list score which was never counted. Although he enjoyed his time working the streets as a police officer, Mr. O e2 80 99Connor e2 80 99s career aspirations involve becoming an arson investigator at some point in his career. Stating that he likes to remain busy and active, the part-time position as a police officer in Tinley Park is particularly appealing to him as would be able to remain in both the law enforcement and fire service functions of public safety work. With the untimely death of both of his parents in the same year, Mr. O e2 80 99Connor has demonstrated a degree of emotional resilience, and he began assuming responsibility for himself and his actions at an early age. While he is not exactly polished in his communication style, this applicant is able to connect with most people rather quickly. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. O\'Connor be given an offer to work as a Part-Time Police Officer for the Village of Tinley Park, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Jason O\'Donnell Algonquin-Lake in the Hills FPD USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jason O\'Donnell Position: Firefighter Intern Age: 24 Department: Fire Department Date: January 3, 2020 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Responsive to all forms of communication used for the assessment Conscientious about the testing process, followed instructions well for preparatory materials, and worked within the expressed timelines; punctual for his appointment Well-groomed and had a clean-cut personal appearance Neatly, but casually attired for his appointment at our office Seemed intimidated by the assessment process, especially during his interview In addition, he did not follow instructions well for the testing portion of the interview process, leaving before excused INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Pleasant, polite, and respectful individual Will defer to those in positions of authority On the other hand, he is very quiet and reserved by nature Difficult to engage in conversation Lacks for a sense of self-awareness; might not see himself as others see him Comes across as self-conscious Will take time to acclimate to his new surroundings and feel comfortable in the presence of his fellow firefighters PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Has a history of helping others in his roles as a lifeguard Wants to feel proud of his contribution to society High needs for variety and excitement dictate that he wants a job where he can be active Although not a very socially outgoing individual, the camaraderie of the fire service is appealing to the applicant In his own words, he is seeking a physicaly active job with something different everyday and is always evolving JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: B.S. degree in kinesiology from Illinois State University awarded in 2018 Recently completed his EMT-B classes at McHenry County Community College and is awaiting the test for certification No B.O.F. certification Numerous certifications in water safety Worked as a lifeguard and pool supervisor for a couple of local health clubs WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Hardworking, conscientious candidate Rates high on our measures related to following the rules Strong track record for attendance and punctuality; states that he has only been tardy twice in four years, and similarly, he has only called off sick twice in four years Tries to set an example for his coworkers by paying attention to his job responsibilities and avoiding such distractions as looking at his cellphone and text-messaging his friends For his efforts, this person has been promoted into supervisory roles RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for those in positions of authority Reports never having been terminated from any previous place of work States that he has never been disciplined at work New to the fire service, it will be important that this person have a supervisor who is knowledgeable, organized, and able to act decisively This person will look to his superiors for a great deal of guidance and assistance ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Inexperienced, the applicant acknowledges that there are several aspects of the job where he is unsure how he will react For example, he mentioned the thought of delivering a baby as one area where he wonders about his composure Lacking in self-confidence in certain ways, handling emergencies and trauma will present a challenge for the candidate In his behalf, however, he gave several examples of where he intervened to enforce rules, even with older adults, at the swimming pools where he has been a lifeguard LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Raised with strict morals and family values; mother emphasized regular church attendance for the applicant and his siblings Reports never having been arrested and only has a single traffic citation on his record Furthermore, this person has never used or experimented with illegal substances Presently resides at home with his parents and an older brother Reports no serious relationship of any kind; he has never dated anyone on a long-term basis OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: After considering several occupations, including physical therapy training, the candidate has settled on a career in the fire service and EMS We do not see him looking to make a change in his choice of a career Has a close group of childhood friends from Huntley, Illinois, who have served as his support network No harmful habits; rarely consumes alcohol except on special occasions Exercises regularly as his way of staying in shape as well as reducing tension and stress Also engages in playing videogames online with his friends several times a week as another source of relaxation Special Training, Orientation & Concerns Clear goals and expectations for his performance on the job Honest and straightforward feedback, but delivered with sensitivity since the candidate is very conscientious and sincerely wants to do his best Guidance and direction on handling himself with confidence and composure during emergencies and trauma Monitoring his reports and paperwork to make sure that they are appropriately detailed and complete PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. O\'Donnell submitted a Personal History Form that was accurate, but not especially full of detail. In his behalf, however, Mr. O\'Donnell made the proper use of spelling and grammar on his Personal History Form. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability in terms of employing appropriate grammar and syntax. On the other hand, Mr. O\'Donnell did not do an especially good job of providing pertinent details. When completing paperwork for the reimbursement of emergency medical services, this might prove problematic. Careful monitoring of his report writing is strongly advised. The above-reported test results on the Wonderlic Basic Skills Test are encouraging and predict positively for the applicant. All things considered, this candidate has the ability to both learn and master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. O\'Donnell to be an acceptable applicant for the position in question. Never having been through a psychological assessment before, Mr. O\'Donnell struck us as intimidated by the process. It was difficult to engage him in conversation; thereby, making the interview portion of the assessment process harder than for most applicants for public safety positions. The applicant tried several career options before settling on the fire service and EMS. In college the candidate studied kinesiology, and gave serious thought to becoming a PT (physical therapist). However, becoming a PT requires a number of years of additional schooling, and this active and energetic individual could not envision himself sitting in a classroom any longer. We think that Mr. O\'Donnell has made the right choice, but at age 24, he is still very much a work-in-progress. Furthermore, it will take the applicant time to adjust to his new surroundings and his fellow fire medics. In time, he will be seen as a cooperative and hardworking contributor to the department once he overcomes his initial shyness around his coworkers. Therefore, in light of our overall, favorable review, we would be comfortable in recommending that Mr. O e2 80 99Donnell be given an offer to join the program as a Firefighter Intern for the Algonquin-Lake in the Hills Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Frank Palermo carol stream fire protection district USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Frank Palermo Position: Firefighter Age: 27 Department: Fire Department Date: September 19, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in a business suit; professional and friendly presentation Calm and confident in his demeanor; came across as relaxed and pleasant Very open and candid; not many pretenses about this individual Talkative; a bit too elaborative at times but seemed to be enjoying himself Should be perceived as a capable and approachable public servant by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and engaging individual who can probably get along with just about anyone High needs for inclusion and acceptance from others, but selective in his choice of close friends Described himself as a e2 80 9cdo-gooder e2 80 9d; meaning he is considerate and well-intentioned in his interactions with coworkers, supervisors, and with citizens Should prove to be a team player who will work collaboratively and cooperatively with his peers; will be viewed by others as a genuine e2 80 9cnice guy e2 80 9d PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Self-esteem is enhanced when he is able to make a meaningful impact on the lives of others Both his father and stepfather are firefighters; raised with the value and importance of community service work Also drawn to the variety, activity, and challenges he anticipates as a career firefighter Most importantly, this applicant will be professional and polite in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Remains one or two classes short of obtaining his associate e2 80 99s degree in fire science Licensed as a paramedic in 2017; ride-time with Winfield FPD Paid his own way through the Romeoville Fire Academy; certified as a BOF Worked as an EMT-B for Superior Ambulance for four years From April of 2017, the applicant served as a contract medic and firefighter assigned to the Carol Stream FPD; also functioned as assistant contract manager Hired as a full-time firefighter by the Libertyville FD a couple of months ago; remains on probationary status with that department currently WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Diligent, inquisitive, and focused in his basic work habits; highly reliable and dependable employee Serious about his duties and responsibilities For example, this applicant has taken initiative at Carol Stream to conduct training modules for that department Rates high on our measures of conscientiousness Active and energetic individual who likes to remain busy, involved, and occupied RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in his life including his parents and stepfather Respectful and accommodating in his interactions with his superiors No terminations or disciplinary actions taken against him throughout his entire employment history Open-minded and receptive to constructive criticism; eager to learn and develop Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Calm, confident, and circumspect in his approach to critical situations or emotionally-charged events Some experience dealing with traumatic emergencies; comported himself appropriately and effectively Will take the lead in situations within his range of competence and expertise; otherwise will defer to the leadership and guidance of incident commanders With continued training and experience this area may evolve into a strength for this individual LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and very open in discussing some of the regrets and disappointments he has had in his life thus far; learned from mistakes and experiences Able to evaluate his own contribution to problems or setbacks when they occurred Began assuming responsibility for himself and his actions at an early age; self-sufficient and independent since the age of 20 No illegal drug use or brushes with law enforcement reported Expected to honor his commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily rattled Not prone toward prolonged periods of worry or depression; generally positive and optimistic Coped adaptively with some of the more gruesome and traumatic aspects of the fire service thus far Strong support base of seasoned firefighters and friends (including his father and step-father) Collaborative and talkative individual who will find comfort and support by talking things out with shift-mates after troubling calls for service Special Training, Orientation & Concerns Very bright and resourceful individual who may tend to over-analyze or over-think situations or problems. On the plus side, this individual is remarkably inquisitive and finds much enjoyment in figuring out how things work e2 80 93 conceptually and mechanically. With that being said this candidate should be able to catch on quickly to new policies and SOGs, but will probably want to know how some of those policies evolved and why they are in place. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Palermo provided a neatly typed account of his personal and professional background which contained most essential details. We also administered two other writing samples to this individual in which he demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. However, we did notice a number of run-on sentences in which Mr. Palermo may sometimes stray from the point he is trying to make. With a bit of guidance we expect his reports and documentation to be professional and more concise. Overall, we evaluate Mr. Palermo to possess above average mental ability. This assertion is supported by his educational and occupational accomplishments to date and by his scores on our standardized test of mental ability cited above. An above average student at Huntley High School, Mr. Palermo was involved in sports and he also worked part-time. In fact, this individual was awarded the sportsmanship award upon graduation. According to Mr. Palermo, he helped teach special education students in high school as well and thought about a career in education - even though he had a longstanding interest in the fire service. However, after one semester at NIU as an education major he returned to his original goal of becoming a firefighter like his father and step-father. Our assessment indicates that he is a very bright individual who has the ability to obtain advanced fire service certifications in the years ahead. PART IV Mr. Palermo is the third of three sons born to his parents who divorced when he was about two-years-old. Mr. Palermo e2 80 99s father is a career firefighter and currently a Battalion Chief with the Franklin Park Fire Department. Mr. Palermo e2 80 99s mother remarried another Franklin Park firefighter when he was about eight-years-old, who is currently on shift with his biological father at the FPFD. As unusual as this may sound Mr. Palermo maintained that he has very positive relationships with both his father and step-father and admires each of them. Since turning his focus toward following in their footsteps, this candidate has worked hard to prepare himself for a career position. Mr. Palermo has reportedly very much enjoyed his brief tenure with the Libertyville FD over the past couple of months. However, the prospect of working for the Carol Stream Fire Protection District where he learned a great deal and established some strong working relationships is more appealing for him and his career goals going forward. Based on our observations and assessment, we evaluate Mr. Palermo to be an acceptable applicant for the position in question as he received favorable ratings on all of the key dimensions connected with success as a firefighter and paramedic. Overall we liked the balance this individual brings to the position in terms of his positive attitude, intelligence, and amiable interpersonal style. From all indications he is a sincere and hardworking applicant who will represent the department in a professional and conscientious manner. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Palermo be given an offer to work as a Firefighter for the Carol Stream Fire Protection District. JWB"', 'b"INDIVIDUAL ASSESSMENT Frank Palermo Village of Libertyville USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Frank Palermo Position: Firefighter Age: 27 Department: Fire Department Date: June 10, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed in a business suit; professional and friendly presentation Calm and confident in his demeanor; came across as relaxed and pleasant Very open and candid; not many pretenses about this individual Talkative; a bit too elaborative at times but seemed to be enjoying himself Should be perceived as a capable and approachable public servant by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and engaging individual who can probably get along with just about anyone High needs for inclusion and acceptance from others, but selective in his choice of close friends Described himself as a e2 80 9cdo-gooder e2 80 9d; meaning he is considerate and well-intentioned in his interactions with coworkers, supervisors, and with citizens Should prove to be a team player who will work collaboratively and cooperatively with his peers; will be viewed by others as a genuine e2 80 9cnice guy e2 80 9d PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Self-esteem is enhanced when he is able to make a meaningful impact on the lives of others Both his father and stepfather are firefighters; raised with the value and importance of community service work Also drawn to the variety, activity, and challenges he anticipates as a career firefighter Most importantly, this applicant will be professional and polite in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Remains one or two classes short of obtaining his associate e2 80 99s degree in fire science Licensed as a paramedic in 2017; ride-time with Winfield FPD Paid his own way through the Romeoville Fire Academy; certified as a BOF Worked as an EMT-B for Superior Ambulance for four years Since April of 2017, applicant has been serving as a contract medic and firefighter assigned to the Carol Stream FPD; also functions as assistant contract manager WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Diligent, inquisitive, and focused in his basic work habits; highly reliable and dependable employee Serious about his duties and responsibilities For example, this applicant has taken initiative at Carol Stream to conduct training modules for that department Rates high on our measures of conscientiousness Active and energetic individual who likes to remain busy, involved, and occupied RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with nearly all of the authority figures in his life including his parents and stepfather Respectful and accommodating in his interactions with his superiors No terminations or disciplinary actions taken against him throughout his entire employment history Open-minded and receptive to constructive criticism; eager to learn and develop Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Calm, confident, and circumspect in his approach to critical situations or emotionally-charged events Some experience dealing with traumatic emergencies; comported himself appropriately and effectively Will take the lead in situations within his range of competence and expertise; otherwise will defer to the leadership and guidance of incident commanders With continued training and experience this area may evolve into a strength for this individual LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and very open in discussing some of the regrets and disappointments he has had in his life thus far; learned from mistakes and experiences Able to evaluate his own contribution to problems or setbacks when they occurred Began assuming responsibility for himself and his actions at an early age; self-sufficient and independent since the age of 20 No illegal drug use or brushes with law enforcement reported Expected to honor his commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily rattled Not prone toward prolonged periods of worry or depression; generally positive and optimistic Coped adaptively with some of the more gruesome and traumatic aspects of the fire service thus far Strong support base of seasoned firefighters and friends (including his father and step-father) Collaborative and talkative individual who will find comfort and support by talking things out with shift-mates after troubling calls for service Special Training, Orientation & Concerns Very bright and resourceful individual who may tend to over-analyze or over-think situations or problems. On the plus side, this individual is remarkably inquisitive and finds much enjoyment in figuring out how things work e2 80 93 conceptually and mechanically. With that being said this candidate should be able to catch on quickly to new policies and SOGs, but will probably want to know how some of those policies evolved and why they are in place. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Palermo provided a neatly typed account of his personal and professional background which contained most essential details. We also administered two other writing samples to this individual in which he demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. However, we did notice a number of run-on sentences in which Mr. Palermo may sometimes stray from the point he is trying to make. With a bit of guidance we expect his reports and documentation to be professional and more concise. Overall, we evaluate Mr. Palermo to possess above average mental ability. This assertion is supported by his educational and occupational accomplishments to date and by his scores on our standardized test of mental ability cited above. An above average student at Huntley High School, Mr. Palermo was involved in sports and he also worked part-time. In fact, this individual was awarded the sportsmanship award upon graduation. According to Mr. Palermo, he helped teach special education students in high school as well and thought about a career in education - even though he had a longstanding interest in the fire service. However, after one semester at NIU as an education major he returned to his original goal of becoming a firefighter like his father and step-father. Our assessment indicates that he is a very bright individual who has the ability to obtain advanced fire service certifications in the years ahead. PART IV Mr. Palermo is the third of three sons born to his parents who divorced when he was about two-years-old. Mr. Palermo e2 80 99s father is a career firefighter and currently a Battalion Chief with the Franklin Park Fire Department. Mr. Palermo e2 80 99s mother remarried another Franklin Park firefighter when he was about eight-years-old, who is currently on shift with his biological father at the FPFD. As unusual as this may sound Mr. Palermo maintained that he has very positive relationships with both his father and step-father and admires each of them. Since turning his focus toward following in their footsteps, this candidate has worked hard to prepare himself for a career position, and he came across as enthusiastic and excited about this opportunity to work with Libertyville Fire. Although he is currently being processed for hire with the Franklin Park FD, Mr. Palermo made it clear that his preference would be to accept an offer from Libertyville because of the reported e2 80 9cpolitics e2 80 9d and instability he has learned about with the FPFD. Based on our observations and assessment, we evaluate Mr. Palermo to be an acceptable applicant for the position in question as he received favorable ratings on all of the key dimensions connected with success as a firefighter and paramedic. Overall we liked the balance this individual brings to the position in terms of his positive attitude, intelligence, and amiable interpersonal style. From all indications he is a sincere and hardworking applicant who will represent the department in a professional and conscientious manner. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Palermo be given an offer to work as a Firefighter for the Village of Libertyville, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Miguel Palomo Village of Bolingbrook USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for several years. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Miguel Palomo Position: Police Officer Age: 23 Department: Police Department Date: December 12, 2016 School Degree Year Graduated GPA Bolingbrook H.S. H.S. Diploma 2011 2.90 Lewis University Bachelor e2 80 99s Degree 2015 3.80 Recent Employment Position Dates City of Oakbrook Terrace Records Clerk 2/13 to present Red Robin Gourmet Burgers Expeditor, Server, and Cook 7/09 to present Licensures & Certifications Where Earned Dates None listed Military Branch Service Years Highest Rank Terminal Rank Type of Discharge Did not serve Father e2 80 99s Occupation Mother e2 80 99s Occupation Birth Order Childhood Residence Machine Operator Administrator Second of three Bolingbrook, IL Professional and Civic Affiliations Hobbies and Interests None listed Exercise and playing sports Watching sports Music and cooking PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: This clean-cut young man was well-groomed and properly attired for his appointment To the candidate e2 80 99s credit, he was respectful and polite On the other hand, the applicant was terribly anxious about the assessment process as his hands were noticeably perspiring when he offered to shake hands at the start and finish of his interview with the psychologist INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Quiet and reserved individual who will keep to himself A shy and unobtrusive individual by nature, and he is more likely to be seen than heard At the same time the candidate is a considerate person who will be perceived as well-mannered Still young in his early twenties, we anticipate the applicant will defer to the more senior and experienced officers in the department Expected to prove capable of getting along with almost anyone, and he is unlikely to engage in arguments or disputes with his fellow officers in the department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Helping other people and serving the community are important factors causing the candidate to be drawn towards a career in law enforcement Claims that he would be proud to serve a community in the capacity of a police officer On the other hand, in spite of his reserved disposition the applicant is attracted to the variety and excitement associated with being a police officer Presently working behind a desk as a record clerk, and he is eager to see law enforcement from another angle JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Completed his bachelor e2 80 99s degree in criminal and social justice from Lewis University in 2015 In conjunction with his college degree program, the applicant performed a police internship with the Bolingbrook Police Department Since February of 2013, this individual has been serving in the capacity of a records clerk for the Oakbrook Terrace Police Department In terms of working with the public directly, this individual has been employed in a restaurant since the summer of 2009 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: There is not enough that can be said about this applicant e2 80 99s work attitude For example, as soon as this person was able to work legally at age 16, he took a job at a Red Robin Restaurant in Bolingbrook, Illinois Was hired at that first job in 2009, and he is still employed by the same restaurant Since February of 2013, this person has been serving as a records clerk with the Oakbrook Terrace Police Department On those occasions when the department is shorthanded, this individual readily volunteers to perform the necessary overtime RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Since he is already employed in a municipal police setting at the Oakbrook Terrace Police Department and has been doing so for nearly four years, we do not anticipate the applicant encountering any adjustment issues at another paramilitary agency Expected to follow orders and do as he is told As implied in our previous comments about the applicant e2 80 99s work attitude, his superior officers will appreciate his accommodating attitude At the same time, because the candidate lacks self-confidence in his capabilities, he will be looking to his superior officers for guidance Will also be particularly responsive to displays of leadership-by-example ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: The applicant was anxious about the assessment process as indicated by his perspiring handshake As such, he strikes us as easily intimidated by stressful situations The observation that the candidate is of shorter stature -- at five-feet, five inches tall -- is also of concern, since this person does not project much of an authoritative presence in terms of his ability to command a situation In order to avoid conflicts and confrontations, this person may prove to be overly lenient in administering the laws and ordinances of the Village While we think that he will be courteous and respectful to the members of the community, we are worried about the applicant e2 80 99s ability to handle especially dangerous encounters like domestic interventions LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Will hold himself accountable for his actions; not prone to excuse-making behavior As a teenager, this person stayed out of trouble with the law While he smoked marijuana about ten times in high school, he has not used any illegal substances since 2010 Moreover, the applicant does not drink alcohol except on special occasions, and even then, his limits are well within the normal ranges of moderate consumption Both on and off the job, this person is expected to act and behave responsibly OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: In light of our observations about the applicant e2 80 99s anxious temperament and lack of self-confidence, we do not think that he will fare well as a police officer at this point in his life In his behalf, the candidate is still young at 23 years of age, and he may develop greater self-assurance and find himself to be a more viable applicant for the job at a future date We are afraid that the applicant may be overwhelmed by the pressures and demands of the job itself We have already expressed doubts above about his assertiveness and composure Furthermore, attending to a radio and responding to calls will be stressful on this individual who does not seem capable of multi-tasking effectively Special Training & Orientation Concerns At this point in this person e2 80 99s life we do not think that he is capable of handling the more stressful demands of the position and question. Even with excellent training and support systems, this person is expected to feel overwhelmed by the job. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Police Officers ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Palomo e2 80 99s handwriting was exceptionally neat. We administered two other writing samples (one handwritten and the other typed). On both of his exercises, this applicant demonstrated excellent writing ability. The candidate was especially attentive to the important details. We also observed that Mr. Palomo wrote in clear, definitive, and complete sentences, while making the proper use of grammar and syntax. It is also worth mentioning that while the applicant admits that he is not totally fluent in Spanish, Mr. Palomo can understand and read it fairly well. In fact, Mr. Palomo stated as a highlight of his time with the Oakbrook Terrace Police Department, he assisted officers in helping a victim who only spoke Spanish and who wanted to file a complaint with the officers. Besides writing exceptionally well, Mr. Palomo performed above average on the two cognitive ability measures that we administered as part of the assessment process. Specifically, the candidate exceeded the standards of acceptable performance on both the Watson-Glaser Critical Thinking Appraisal Test and the Wonderlic Basic Skills Test. PART IV Mr. Palomo spent his early years living in Chicago with his older sister and younger brother. The family relocated to Bolingbrook, Illinois, when the candidate was five years old. Both parents are extremely hardworking, and this is a major value they passed on to their children along with respecting other people and valuing one e2 80 99s family members. His father is a machine operator, and his mother is an administrator. Although the applicant attended a Catholic elementary school in Bolingbrook, he enrolled at the public high school. Up until his sophomore year at Bolingbrook High School, Mr. Palomo played soccer. By the time he was a junior, however, he went right to work at a family-style restaurant in town. As we noted in Part II of this report, Mr. Palomo is still employed at the same Red Robin Restaurant in Bolingbrook. After graduating from high school, the applicant attended Lewis University in Romeoville, Illinois. Undecided about a major by the end of his first year, the candidate eventually chose to major in criminal justice. This would lead to an internship with the Bolingbrook Police Department and later a records clerk position at the Oakbrook Terrace Police Department. Now, he is looking to become a full time, sworn police officer. Based on our observations and assessment, we evaluate Mr. Palomo to be a less than acceptable applicant for the position in question. There is a great deal we like about this individual as stated previously in Parts II and III of this report. Thus, it is with much regret that we render our recommendation not to hire him. There is no question that Mr. Palomo is polite and respectful. He can get along with just about anybody, and he will show consideration for his fellow officers in the department as well as the citizens of the community. On the other hand, he is an anxious and nervous person. The assessment process was upsetting for him as noticed by his moist handshake and the generally reserved way in which he expressed his thoughts and ideas. Under the pressure to perform on the street, this person will likely be overwhelmed. As such, we have difficulty seeing Mr. Palomo survive his probationary period with the Bolingbrook Police Department. On routine arrest matters we see him as showing leniency to a fault. On more serious matters, like difficult stops or domestic disputes, we think that the applicant lacks the presence to command the situation and bring it under control. Therefore, in light of our review, we would not recommend that Mr. Palomo be given an offer to work as a Police Officer for the Village of Bolingbrook. SAL"', 'b"INDIVIDUAL ASSESSMENT Miguel Palomo City of Wheaton USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Miguel Palomo Position: Police Officer Age: 24 Department: Police Department Date: January 29, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and congenial presentation Engaging, respectful, and straightforward in his demeanor Should be able to develop a quick working rapport with most people; approachable and considerate Somewhat youthful in his appearance; could stand to develop a more confident and authoritative bearing Will be perceived as a credible and sincere officer by citizens on first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and friendly person who can probably get along with just about anyone Even-tempered and generally agreeable; not likely to express anger or hostility even in situations in which it may be warranted Positive attitude; tends to be upbeat and pleasant in his interpersonal style Collaborative and team-oriented; should be able to comfortably integrate among his fellow officers over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Sincere in his desire to make a positive impact on the community Rates high on our measures of altruism; kind and compassionate Also drawn to the variety, activity, and pride associated with a law enforcement career Came across as equally motivated to perform both the community service and enforcement aspects of the job Strong customer service background; will be professional and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminal justice from Lewis University in 2015 As part of his degree program he completed a three-month internship with the Bolingbrook Police Department Employed as a part-time records clerk with the Oakbrook Terrace PD from 2013 to 2017 Hired by the Elk Grove Village PD in June of 2017 Completed the SLEA Academy; currently in final phase of his field training Worked as a server and cook for Red Robin from 2009 to 2017 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since the age of 16; more often than not this individual held two part-time jobs throughout high school and college Strong work ethic; enjoys applying himself in a diligent and energetic manner toward objectives Rates high on our measures of conscientiousness; serious about his duties and responsibilities Will strive to earn the respect and trust of his fellow officers and supervisors through his efforts and competence on the job Expected to be a positive, motivated, and very reliable employee RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, the applicant has had positive relationships with nearly all of the authority figures he has encountered in his life Ample exposure to paramilitary culture as a records clerk and probationary police officer Seems to enjoy the structure, discipline, and clear operational guidelines in this line of work Accommodating and respectful in his interactions with his superiors Follows the rules; will adhere to departmental policies and procedures Open and receptive individual who will strive to make good use of constructive criticism when it is provided; in fact, we anticipate he will seek out advice and guidance ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Engaging and fairly confident; some experience in dispute resolution working the service desk with Oakbrook Terrace PD Admittedly needs to shore up his skills in this area in terms of decisiveness and self-assuredness Youthful appearance and polite demeanor may detract from his ability to exert a command presence Should be able to hold the line when his authority is challenged Expected to be firm and fair in his enforcement activities With the proper training and some experience under his belt the applicant is expected to gradually improve in this area over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and open in revealing the regrets and disappointments he has had in his life thus far Able to evaluate his own contribution to problems and difficulties when they occurred Not much of a complainer; action-oriented in addressing developmental needs Although he still resides with parents, applicant is engaged to his girlfriend of nine years who is pursuing a graduate degree in psychology No brushes with law enforcement; admitted to using marijuana about seven times with the last time being eight years ago in high school OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted Not prone toward prolonged periods of worry or depression Tends to roll with the punches when faced with adversity and frustration on and off the job Supportive base of family and friends Enjoys a couple of social and recreational outlets which help him to relax and blow off steam when necessary Positive self-image; not likely to personalize the negativity and resistance encountered in this line of work Special Training & Orientation Concerns Relatively young applicant whose physical appearance may cause him to appear a bit younger than his stated age of 24. In this regard, applicant will need some guidance in establishing a more authoritative bearing. With experience and increased self-confidence, we believe this will gradually evolve. Can be rather hard on himself in his eagerness to please and accommodate his superiors, which may become evident in some performance anxiety during his field training. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Police Officers AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Palomo provided a very thorough and detailed account of his personal and professional background which included ample details and a bit of elaboration when it was necessary. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated above average writing ability, as he consistently demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Mr. Palomo is not expected to have difficulty producing informative and professional reports and documentation as a police officer. If anything, this individual tends to be rather expansive and verbose in his writing style. As a result, he may require some reminders about the value of conciseness and focusing on essential details. Overall, we evaluate Mr. Palomo to possess average to slightly above average mental ability. This assertion is supported by his grades throughout high school and college, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. It should be noted that this individual scored in the e2 80 9cabove average e2 80 9d range on all of the same mental ability tests he was administered during a prior assessment. We do not have a definitive explanation for the variability in his scores this time around, as he was intent and focused during his test administration. A hard worker, Mr. Palomo obtained his bachelor e2 80 99s degree in criminal justice with a reported 3.70 GPA while working two jobs throughout his college years. In summation, Mr. Palomo is not expected to have difficulty mastering the essential information and skills required of a police officer. PART IV The second of three children, Mr. Palomo was born, raised, and continues to reside in suburban Bolingbrook where he attended local public schools. A good student, Mr. Palomo stated that he gave up extracurricular activities to begin assuming financial responsibility for himself at an early age. Raised with the value of hard work and determination, Mr. Palomo has demonstrated those ideals thus far in his perseverance in bettering his qualifications and credentials for a career as a police officer. Uncertain of his vocational future upon entering college, Mr. Palomo resonated with the subject matter in his criminal justice coursework, and he took it upon himself to obtain some relevant experience by working in records at the Oakbrook Terrace PD during his college years. An optimistic, positive, and motivated applicant, this individual is expected to put his best foot forward throughout his training and education with the Wheaton Police Department. Although he recently completed a police academy and is undergoing his field training with the Elk Grove Village PD, Mr. Palomo encountered Chief Volpe in some of his classes and admired the Chief e2 80 99s direction and overview of policing in the 21st century and leadership style. Based on our observations and assessment, we evaluate Mr. Palomo to be an acceptable applicant for the position in question, as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. This applicant has taken most of the right steps to prepare himself for a law enforcement career, and he came across as eager and enthusiastic about expanding his policing knowledge in the years ahead. Overall, we like the balance he brings to the position in terms of his agreeable interpersonal style and his solid work ethic. While he will need to e2 80 9cgrow into e2 80 9d a more confident and authoritative bearing, we do not have concerns about his suitability for police work from a psychological perspective. In light of our review, we would recommend that Mr. Palomo be given an offer to work as a Police Officer for the City of Wheaton, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Daniel Pawula Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Daniel Pawula Position: Police Officer Age: 23 Department: Police Department Date: June 14, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed with a trimmed full beard; attired in a suit and tie Professional and composed, yet reserved and low-keyed in his presentation Came across as confident, straightforward, and engaging In some ways this individual conducted himself in a more mature manner than many applicants his age Open and straightforward; chose his words carefully Should be perceived as a capable and approachable officer on first impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and engaging individual with a large number of close friends Gregarious and team-oriented; background in competitive sports Socially adept but may come across as somewhat reserved and self-contained at times Average needs for inclusion and acceptance from others Will strive to earn the respect and trust of his fellow officers through his competence and efforts on the job PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates about average on our measures of altruism Self-esteem enhanced when he is able to make a positive impact on the lives of others Drawn to the pride, respect, and responsibility involved in a law enforcement career Equally interested in both the enforcement and community service aspects of the job Expected to be considerate and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminal justice from Illinois State in 2018 As part of his degree program applicant completed a five-month internship with the Urbana Police Department Worked part-time as a bouncer at a local college bar for about a year and one-half Since September of 2018 applicant has been working as a guest services associate for the McHenry Recreation Center Candidate has also had some beneficial customer service experience in the retail sector over the years WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Determined and loyal individual with a strong sense duty Rates above average on our measures of conscientiousness; serious about his responsibilities Competitive person with relatively high needs for achievement Takes pride in his willingness to go above and beyond what may be expected of him Should prove to be an active and productive officer over time RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life Respectful and compliant in his interactions with his superiors Reasonably open minded and eager to learn; not likely to personalize constructive criticism Will strive to earn the respect of his supervisors through his efforts and actions on the job Expected to adhere to departmental policies and procedures ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident and calm demeanor; comes across as rather serious and businesslike Comfortable initiating interaction with most people; gets right to the point Could possibly stand to improve upon his approachability and persuasiveness Will hold the line when his authority is challenged Expected to be firm, fair, and nonjudgmental in his enforcement of laws and ordinances With further training and professional maturity we expect this applicant e2 80 99s skills to improve in this area over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reasonably open and straightforward in reporting some of the regrets and disappointments he has had in his life thus far Acknowledged some of his shortcomings and contributions to problems when they occurred Recent college graduate who is still residing with his father; has taken some steps to establish himself as an independent and autonomous adult Exercised some questionable judgment during his college years as a criminal justice major, as he admitted to smoking marijuana several times in college; estimates he has used cannabis about 30 times in his life with the last time being in 2017 Came across as honest and direct; expected to honor commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and even-keeled individual who may appear a bit taciturn at times Boasts a large number of close and trusted friends despite his somewhat reserved demeanor Not easily rattled or frustrated; test results indicate that he is not prone toward prolonged periods of worry or depression Enjoys a few social and recreational outlets which help him to relax and blow off steam when necessary May keep his feelings to himself; will require some encouragement to talk things out with his fellow officers and supervisors if he becomes troubled on the job Special Training & Orientation Concerns Presents himself in a fairly mature and capable manner. At the same time, he has had minimal experience enforcing rules and maintaining order other than his observational time as a law enforcement intern and some brief work as a bouncer in college. May be overly eager to impress his FTO e2 80 99s and peers of his value and capability. Comes across as serious and businesslike, which we believe is his way of projecting a command presence. Could stand to improve upon his approachability. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Pawula provided a neatly typed account of his personal and professional background which contained essential details. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average to slightly above average writing ability as he consistently expressed himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. This candidate has the ability to produce professional and informative reports as a police officer. We are at a loss to explain Mr. Pawula e2 80 99s sub-par scores on our standardized test of cognitive ability cited above as we evaluate his overall mental ability to be within the average range. This assertion is supported by his educational and occupational accomplishments to date, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. Mr. Pawula graduated from McHenry West High School in 2013 with a reported 2.80 GPA. During his high school years, he participated in sports and also worked part-time his final two years. With the intention of becoming a police officer, Mr. Pawula went on to obtain his associate e2 80 99s degree from McHenry County College before transferring to Illinois State University where he earned his bachelor e2 80 99s degree in criminal justice in 2018 with average grades. According to Mr. Pawula, he was diagnosed with an attention deficit disorder in 2015 by a neurologist who prescribed medication (Adderall) which he has been taking since that time which he feels has helped his focus and concentration considerably. We do not believe this applicant requires any type of special accommodation to perform essential job functions. Moreover, Mr. Pawula will apply himself diligently to master the essential information required for the position in question. PART IV The youngest of three children, Mr. Pawula spent his developmental years in McHenry where he attended local public schools. According to Mr. Pawula, his parents divorced during his freshman year of high school, but has maintained positive relationships with both of them as he is now living with his father. From all indications, this applicant is a social and somewhat competitive person, who has picked up a large number of close and trusted friends over the years. His interest in police work was attributed to his neighbor who served as a McHenry police officer during his childhood and teen years. Along this line, Mr. Pawula looks forward to being in a role in which others can call on for help and assistance with just about any matter or issue. Based on our observations and assessment, we evaluate Mr. Pawula to be an acceptable applicant for the position in question as he received favorable ratings on all of the key dimensions connected with success as a police officer. A determined and persevering individual, Mr. Pawula has taken several steps to better his qualifications for a law enforcement career by furthering his formal education in criminal justice, and completing an internship with the Urbana PD. Eager to begin his policing career, this determined and persevering individual is expected to put his best foot forward during his education and training in academy time and probationary period. While he may not be a particularly distinguished candidate considering his youth and inexperience, this candidate possesses a solid work ethic, and he should be able to forge comfortable and collaborative working relationships with his fellow officers. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Pawula be given an offer to work as a Police Officer for the Village of Schaumburg, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Matthew Plote Carol Stream Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Matthew Plote Position: Firefighter Age: 32 Department: Fire Department Date: August 23, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: This is the second time we have evaluated the applicant for a similar position; hence, he is familiar with our office and staff Arrived early for his appointment Well-groomed and clean-cut personal appearance; has a shaved head Appropriated dressed for his appointment at our office, wearing a suit and tie Initially, he comes across quiet and reserved, but polite Hence, he might not be seen as terribly approachable by the members of the community INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: This person is low-key, yet he will probably be relatively easy to engage when other people initiate the conversation Will be perceived as respectful and considerate toward his fellow firefighters The fact that he has worked alongside the fire medics at the Carol Stream Fire Protection District has allowed this group to expereince his disposition and temperament Possesses a generally relaxed and laidback temperament Maintains a positive attitude, and as a result, he is unlikely to fall prey to the malcontents who contribute to low morale in any department More extraverted in terms of wanting to interact with people than his initial impression might otherwise indicate Has a preference for operating as part of a team, but away from the job he has been chided for not participating in departmentally-related social activities PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Has had a number of years of experience e2 80 93 since the fall of 2007 e2 80 93 working in and around professionals providing healthcare services to the public Cites the chance to help people as a rewarding experience Has been practicing carpentry since age 14, and working in a profession where he can use his hands is naturally appealing to the applicant Applies his knowledge of carpentry to the practical skill of sizing-up structures during fires to make the appropriate safety recommendations to his team Appreciates the reliable work and steady income associated with a fire service career JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Received his EMT-B from Kishwaukee Community College in 2007 A.A.S. degree in paramedic studies from Kishwaukee Community College in 2011 On his second try at KCC, earned his paramedic e2 80 99s license in 2013 B.O.F. from the Pingree Grove and Countryside Fire Protection District in 2014 Three years as a ER tech at the Kishwaukee Health System (2007-2010) Three years as a patent care technician at Cadence Health (2010-2013) Since 2013, has been employed as a paramedic for the OSF St. Anthony Medical Center Most recently, this person was a part-time firefighter with Hanover Park Fire As noted above, this person has also worked as a contract medic with the Carol Stream Fire Protection District WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Shows strong employment stability; stayed at most places of work for at least three years Prides himself on his punctuality; typically arrives as many as 40 minutes early for his shifts Often volunteers to take extra shifts, especially when one of his coworkers calls off Has been diligent about checking his gear and being fully prepared on the job, but notes the use of e2 80 9cTo Do e2 80 9d lists would ensure that he does not forget anything For all of his conscientious behavior on the job, he has shown signs of selective motivation when it comes to completing his on-line education requirements In fact, it was his lax attitude toward getting accredited that caused the candidate to be terminated from the Fire Department in the Village of Hanover Park Also notes that he could check his email more often and join department committees RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Respects a supervisor who has done his job previously and is able to provide effective and relevant hands-on coaching and advice Having a supervisor work alongside of him has been both motivating and instructional Appreciates frank feedback on his performance Wants to know when he has made mistakes along with learning helpful steps for preventing any reoccurrences of his mistakes; should accept feedback well Has had relatively few disciplinary actions taken against him Until his recent bad experience the Fire Department in the Village of Hanover Park, he reports never having been terminated from any previous place of employment ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Has seen plenty of emergencies and trauma; many having been car crashes in the rural areas of his scope Handled the situation professionally when faced with the death of a relative on-call Tries to put the horrific aspects at the scene behind him and approach the job as he was trained by his clinical preceptors Will talk with fellow fire medics after a particularly difficult call in order to decompress Will sometimes resort to black humor with his fellow team members LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Arrested at age 17 for theft; stole tennis rackets and tape for a high school prank Amassed a large number of moving violations along with one suspension of his driving privileges Prior to joining the fire service and EMS, this person admits to smoking marijuana at least 50 times, with the last time being seven or eight years ago Currently acts in a much more mature fashion; lives alone on his grandparents e2 80 99 farm Handles his financial obligations well, reports no outstanding debt Involved in a committed relationship with a teacher who he met through friends Engages in healthy activities during his time off OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Dissipates the great majority of his everyday tension and stress by biking to work Route to work is about 30 miles; this commitment and exercise is commendable Current relationship affords him a positive and supportive outlet to vent his frustrations Has no particularly harmful habits; for example, he reportedly consumes alcohol on a weekly basis within reasonable limits Enjoys many activities; although the fire service is where he plants his feet, there will be no shortage of interests or outlets this candidate can turn to when feeling stressed Special Training, Orientation & Concerns Strong encouragement to make sure that he is up-to-date with the successful completion of his on-line education requirements Frank feedback on his performance to prevent mistakes from reoccurring Encouragement to participate in departmental activities, such as joining committees PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Plote provided accurate information but did not elaborate much in his responses to more open-ended questions. Our sense is that his paperwork and reports will be to the point and accurate, providing his superior officers with an acceptable product. As seen above, Mr. Plote performed very well on our battery of tests. Throughout high school and college, he maintained fairly average grades but also participated in many different extracurricular activities including sports, choir, band, and foreign language club. These many interests may have spread the candidate e2 80 99s attention thin, and his reluctance to complete any on-line educational requirements could be attributable to procrastination or a lack of sustained focus. His commitment to the field appears solid, so we do not have any significant concerns about Mr. Plote following through with his obligations, he just may need some pointed reminders. Overall, we evaluate Mr. Plote to possess the necessary thinking skills to master the essential elements of the role, and to perform the duties and responsibilities of the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Plote to be an acceptable applicant for the position in question. The last time that we evaluated this person for a position with the Fire Department in Hanover Park, we found him acceptable. However, the applicant was relieved of his duties with the department because he failed act in a timely fashion in terms of becoming properly accredited with the primary resource hospital used by the Hanover Park Fire Department. According to the candidate, he sent emails and called the people at Sherman Hospital in Elgin, Illinois, in order to set up a testing session in order to be accredited at the facility. However, over the course of about a month, Mr. Plote did not hear any kind of a response from the hospital. Because of his failure to complete the accreditation with Sherman Hospital, Mr. Plote was told that he would not be scheduled for any future shifts with the Hanover Park Fire Department. In retrospect, the applicant acknowledges that he could have been more assertive in following up on the status of his testing date. Interestingly enough, when he finally did test at Sherman Hospital, Mr. Plote failed the written portion of the test, but passed the practical piece. Two weeks later, he would successfully pass both parts of the accreditation process. Since the Carol Stream Fire Protection District has had experience with Mr. Plote, they should feel comfortable with him. This particular information was conveyed to us in a conversation with the department e2 80 99s current Fire Chief. Therefore, in light of our observations and assessment, we would recommend that Mr. Plote be given an offer to work as a Firefighter for the Carol Stream Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Matthew Plote Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Matthew Plote Position: Firefighter Age: 30 Department: Fire Department Date: March 15, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Stocky frame; well-built individual comes across as a credible candidate for the job Well-groomed and clean-cut personal appearance; has a shaved head Appropriated dressed for his appointment at our office, wearing a suit and tie Initially, he comes across quiet and reserved, but polite Hence, he might not be seen as terribly approachable by the members of the community INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: As implied above, this person is low-key, yet he will probably be relatively easy to engage when other people initiate the conversation Will be perceived as respectful and considerate toward his fellow firefighters Possesses a generally relaxed and laidback temperament Maintains a positive attitude, and as a result, he is unlikely to fall prey to the malcontents who contribute to low morale in any department More extraverted in terms of wanting to interact with people than his initial impression might otherwise indicate Has a preference for operating as part of a team, but away from the job he has been chided for not participating in departmentally-related social activities PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Cites the chance to help people as a rewarding experience Has been practicing carpentry since age 14, and working in a profession where he can use his hands is naturally appealing to the applicant Applies his knowledge of carpentry to the practical skill of sizing-up structures during fires to make the appropriate safety recommendations to his team Appreciates the reliable work and steady income associated with a fire service career JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Received his EMT-B from Kishwaukee Community College in 2007 A.A.S. degree in paramedic studies from Kishwaukee Community College in 2011 On his second try at KCC, earned his paramedic e2 80 99s license in 2013 B.O.F. from the Pingree Grove and Countryside Fire Protection District in 2014 Three years as a ER tech at the Kishwaukee Health System (2007-2010) Three years as a patent care technician at Cadence Health (2010-2013) Since 2013, has been working as a paramedic for the OSF St. Anthony Medical Center WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Shows strong employment stability; stayed at most places of work for at least three years Prides himself on his punctuality; typically arrives as many as 40 minutes early for his shifts Often volunteers to take extra shifts, especially when one of his coworkers calls off Has been diligent about checking his gear and being fully prepared on the job, but notes the use of e2 80 9cTo Do e2 80 9d lists would ensure that he does not forget anything For all of his conscientious behavior on the job, he has shown signs of selective motivation when it comes to completing his on-line education requirements Also notes that he could check his email more often and join department committees RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Respects a supervisor who has done his job previously and is able to provide effective and relevant hands-on coaching and advice Having a supervisor work alongside of him has been both motivating and instructional Appreciates frank feedback on his performance Wants to know when he has made mistakes along with learning helpful steps for preventing any reoccurrences of his mistakes; should accept feedback well Has had relatively few disciplinary actions taken against him Reports never having been terminated from any previous place of employment ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Has seen plenty of emergencies and trauma; many having been car crashes in the rural areas of his scope Handled the situation professionally when faced with the death of a relative on-call Tries to put the horrific aspects at the scene behind him and approach the job as he was trained by his clinical preceptors Will talk with fellow fire medics after a particularly difficult call in order to decompress Will sometimes resort to black humor with his fellow team members LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Arrested at age 17 for theft; stole tennis rackets and tape for a high school prank Amassed a large number of moving violations along with one suspension of his driving privileges Prior to joining the fire service and EMS, this person admits to smoking marijuana at least 50 times, with the last time being seven or eight years ago Currently acts in a much more mature fashion; lives alone on his grandparents e2 80 99 farm Handles his financial obligations well, reports no outstanding debt Involved in a committed relationship with a teacher who he met through friends Engages in healthy activities during his time off OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Dissipates the great majority of his everyday tension and stress by biking to work Route to work is about 30 miles; this commitment and exercise is commendable Current relationship affords him a positive and supportive outlet to vent his frustrations Has no particularly harmful habits; for example, he consumes alcohol on a weekly basis within reasonable limits Enjoys many activities; although the fire service is where he plants his feet, there will be no shortage of interests or outlets this candidate can turn to when feeling stressed Special Training, Orientation & Concerns Strong encouragement to make sure that he is up-to-date with the successful completion of his on-line education requirements Frank feedback on his performance to prevent mistakes from reoccurring Encouragement to participate in departmental activities, such as joining committees PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Plote provided accurate information but did not elaborate much in his responses to more open-ended questions. Our sense is that his paperwork and reports will be to the point and accurate, providing his superior officers with an acceptable product. As seen above, Mr. Plote performed very well on our battery of tests. Throughout high school and college, he maintained fairly average grades but also participated in many different extracurricular activities including sports, choir, band, and foreign language club. These many interests may have spread the candidate e2 80 99s attention thin, and his reluctance to complete any on-line educational requirements could be attributable to procrastination or a lack of sustained focus. His commitment to the field appears solid, so we do not have any significant concerns about Mr. Plote following through with his obligations, he just may need some pointed reminders. Overall, we evaluate Mr. Plote to possess the necessary thinking skills to master the essential elements of the role, and to perform the duties and responsibilities of the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Plote to be an acceptable applicant for the position in question. Although he might not represent a typical entry-level applicant for the fire service, Mr. Plote is open and honest about his past. Raised with very traditional values, Mr. Plote grew up on a family farm near Malta, Illinois. We suspect that the candidate e2 80 99s initial career interests tended toward his family business in agriculture. However, encouraged by a school friend, he started giving serious thought to the fire service by the time he was a senior in high school in DeKalb. Not only was he an accomplished athlete at DeKalb High School, playing football, baseball, and wrestling, but Mr. Plote also played trumpet in the school band. As noted above, he stayed local in Kishwaukee County and earned the majority of his credentials to become a firefighter/paramedic. We believe that he will be a valuable addition to the department. On the other hand, if he continues to procrastinate in completing his educational requirements, it could have an adverse impact on his ability to progress in a career in the fire service and emergency medicine. With some good guidance and encouragement, Mr. Plote should perform well, and both the department and the community will enjoy his presence. In light of our overall review, we would recommend that Mr. Plote be given an offer to work as a Firefighter for the Village of Hanover Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Michael Ralston City of DeKalb USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Michael Ralston Position: Firefighter Age: 24 Department: Fire Department Date: February 6, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Pleasant, polite, and respectful individual Communicates in a matter-of-fact manner in the presence of other people While honest, direct, and straightforward in his dealings and interactions with others, it would be a mistake to underrate the level of respect that he shows for people According to the candidate, he was raised by his family of origin to have respect and consideration for others A positive individual, which predicts favorably for his contribution to good morale in the department Perhaps, as much as anything, it the camaraderie and family-like atmosphere in the firehouse which attracts the applicant to this line of work Rates high on our measures of agreeableness; should be able to forge comfortable relations with his fellow firefighter/paramedics Will take little time to acclimate to his new surroundings and feel comfortable in the presence of his peers PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Scored above average on our measures of altruism This individual has an acceptable public service orientation By the time he enrolled in community college, he was already considering a career in public safety as either a police officer or a firefighter/paramedic As with most people seeking to work in the fire service and emergency medicine, it is the variety and excitement associated with the job that appeals to the applicant In support of this last point, this person registered an unusually high score on our measures of excitement-seeking Should be viewed as a mature and approachable public servant by citizens of the community JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Awarded his EMT-B through Harper College and Northwest Community Hospital in 2016 A.A.S. degree in fire science from Harper College in May of 2017 B.O.F. certification at the Elk Grove Fire Department, also awarded in 2017 Paramedic e2 80 99s license in 2018 through Elgin Community College and Sherman Hospital in Elgin, Illinois Since March of 2017, this person has been serving in a part-time capacity with the Hanover Park Fire Department Has experience working in EMS for two private ambulance companies: Superior Ambulance and Elgin Medi Ambulance Was raised with good values and he has exercised excellent judgment in preparing himself for a career in the fire service and emergency medicine At no time has he jeopardized his chances to be hired for such critical jobs with inappropriate behavior This person strikes us as very mature for his age From all indications this individual began assuming responsibility for himself and his actions at an early age We believe he fully understands the imperative that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: As implied above, this individual has been gainfully employed from an early age, beginning at age 16 with the Schaumburg Park District Expected to hold himself accountable for his actions and not seek to make excuses when he makes a mistake Will honor his commitments and obligations In keeping with our comments about the candidate e2 80 99s positive disposition, he possesses a hardworking attitude Rates high on our measures of conscientiousness; serious about his duties and responsibilities For example, the applicant came to work on his days off at Superior EMS in order to organize for his next shift Overall, the applicant will be appreciated for his dedication and commitment to his job This person was raised with a healthy respect for those in positions of authority, and he has enjoyed positive relationships with most of the authority figures in his life Will defer to those in positions of authority At no time has he broken the law or used any kind of illegal substances The applicant appreciates superiors who perform rig checks alongside of their employees Having an engaged supervisor versus one who is aloof and disengaged is much preferred by this person High needs for achievement; will strive to earn the respect and trust of his superiors through his efforts on the job Open-minded and receptive to new ideas and constructive criticism Appears to be a good fit for the rigor and structure of life within a paramilitary organization COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Able to control his reactions and curb frustrations; emotionally and professionally mature Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far Has dealt with emergency situations, to include a number of fatalities Most of the calls he has handled which have involved death have either been the result of drug overdoses, suicides, and cardiac arrests as well as a couple of pedestrian deaths Especially sensitive to the needs of the families of victims The applicant has been the recipient of a patient care award Currently has no habits which would likely impair his ability to perform his job Keeps himself in very good physical condition through regular exercise Has a solid network of friends and family to which he can turn if he needs support Recently engaged and expecting to get married sometime at the end of this year Hardworking, motivated, and blessed with a positive attitude, it is hard to conceive that the candidate will experience burnout or cynicism toward his job Special Training & Orientation Concerns Standard orientation given to any new firefighter/paramedic in the department Monitoring his paperwork and report writing to make sure that he includes the appropriate level of detail and information PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Ralston submitted a Personal History Form that was accurate, but not especially complete with a sufficient amount of detail and information. We also administered another writing sample, which included a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. On this exercise, this applicant demonstrated reasonably acceptable writing ability in terms of using appropriate grammar and syntax. However, once again, Mr. Ralston failed to provide pertinent details, which means that his paperwork and report writing might require careful monitoring during the early stages of his employment on the job. The above-reported scores on the Wonderlic Basic Skills Test are encouraging, and all things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. In light of our previous comments about the candidate in Part II of this report, we believe that Mr. Ralston possesses good EQ as he is empathetic and compassionate when it comes to patient care. PART IV Based on our observations and assessment, we evaluate Mr. Ralston to be an acceptable applicant for the position in question. According to the candidate, he gave serious thought to a career in law enforcement. Toward that end, he took classes in community college in criminal justice and performed a few ride-alongs. However, after taking entry-level fire science classes at the same institution, Harper College, the candidate switched his major to fire science. As stated above, he has taken all the proper steps to gain the required certifications and licenses to become a firefighter/paramedic. As with many applicants who aspire to the fire service and EMS, Mr. Ralston began his career working on a private ambulance. At present he is completing this third year with the Hanover Park Fire Department in a part-time capacity. Clearly, there is a lot to like about this serious-minded and conscientious candidate. Mr. Ralston is a respectful and considerate candidate who will make a concerted effort to get along well with his fellow firefighter/paramedics. We especially like his positive outlook and accompanying optimistic attitude. These are qualities that will contribute to good morale in the department. Although the applicant is only 24 years of age, he is a mature and responsible individual. From an early age, he realized that some kind of public safety career would be an appropriate choice for him. Toward that end, he has acted maturely and avoided serious trouble which might have disqualified the candidate from consideration for a career in the fire service and EMS. Therefore, in light of our overall favorable review, we would recommend that Mr. Ralston be given an offer to work as a Firefighter for the City of DeKalb. SAL"', 'b"INDIVIDUAL ASSESSMENT Michael Ralston Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for several years. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Michael Ralston Position: Firefighter Age: 22 Department: Fire Department Date: March 10, 2017 School Degree Year Graduated GPA Schaumburg H.S. H.S. Diploma 2013 3.00 Harper College A.A.S. Degree Expected 2017 3.20 Recent Employment Position Dates Superior EMS EMT-Basic 6/16 to current Schaumburg Park District Class Leader 5/13 to 1/16 Zeigler Chevy Auto Group Lube Tech/Porter 6/14 to 7/16 Licensures & Certifications Where Earned Dates EMT-B Harper College and Northwest Community Hospital 2016 Military Branch Service Years Highest Rank Terminal Rank Type of Discharge Did not serve Father e2 80 99s Occupation Mother e2 80 99s Occupation Birth Order Childhood Residence Auto Body Technician Senior Center Secretary Older of three Schaumburg Professional and Civic Affiliations Hobbies and Interests None listed Mountain biking Exercise Softball and soccer PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Reasonably well-groomed for his appointment at our office Appropriately attired in a business suit along with a dress shirt and tie, this person makes an acceptable initial impression Was open and honest with us during the assessment process Overall, he presents himself as a credible candidate for the position in question INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: He is rather matter-of-fact in the manner that he conducts himself in the presence of other people While honest and direct in his dealings with other individuals, it would be a mistake to underrate the level of respect that he shows for people According to the candidate, he was raised by his family of origin to have a healthy consideration for others A positive individual, which predicts favorably for his contribution to good morale in the department Candidate claims that he is the person who intervenes to halt arguments at the firehouse to keep the peace During the recent Presidential Election in 2016, this was a tall order It the camaraderie and family-like atmosphere in the firehouse which attracts the applicant to this line of work PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: This individual has an acceptable public service orientation By the time he enrolled in community college, he was already considering a career in public safety as either a police officer or a firefighter/paramedic As with most people seeking to work in the fire service and emergency medicine, it is the variety and excitement associated with the job that appeals to the applicant In support of this last point, this person registered an unusually high score on our measures of excitement-seeking JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Currently close to completing his A.A.S. degree in fire science at Harper College; his degree is expected in May of 2017 Completing classes toward his B.O.F. certification at the Elk Grove Fire Department In his favor, the applicant was awarded his EMT-B through Harper College and Northwest Community Hospital in 2016 Presently performing between 25 and 30 hours a week as an EMT-B with Superior EMS WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: In keeping with our comments about the candidate e2 80 99s positive disposition, he possesses a hardworking attitude For example, the applicant admits to coming to work on his days off at Superior EMS to organize for his next shift The applicant has also been the recipient of a patient care award These above-mentioned examples of his behavior on the job predicts for a conscientious candidate, which is, indeed, supported by our test findings Overall, the applicant will be appreciated for his dedication and commitment to his job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: As hinted above when referring to the values in his family of origin, this person was raised with a healthy respect for those in positions of authority At no time has he broken the law or used any kind of illegal substances Has never been fired from any previous place of work nor has he been disciplined by any of his employers On the job he is looking for a supervisor who will lead-by-example The applicant appreciates superiors who perform rig checks alongside of their employees Having an engaged supervisor versus one who is aloof and disengaged is much preferred by this person ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Most of this person e2 80 99s experience with medical cases have involved transporting patients between nursing homes and the hospital On the other hand, this individual has dealt with emergency situations, to include a number of fatalities Most of the calls he has handled which have involved death have either been the result of drug overdoses or cardiac arrests In light of the above-mentioned patient award given to the applicant, he is very sensitive to people e2 80 99s needs and conditions Especially sensitive to needs of the families of victims as well LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Was raised with good values and he has exercised excellent judgment in preparing himself for a career in the fire service and emergency medicine At no time has he jeopardized his chances to be hired for such critical jobs From an early age this individual has been gainfully employed, beginning at age 16 with the Schaumburg Park District Expected to hold himself accountable for his actions and not seek to make excuses when he makes a mistake At age 22, this person strikes us very mature for his age OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Hardworking, motivated, and blessed with a positive attitude, it is hard to conceive that the candidate will experience burnout or cynicism toward his job Not only has this person never engaged in the use of illegal substances, but he rarely drinks alcohol According to the candidate, he never drank before his twenty-first birthday, and even now he rarely consumes alcohol In fact, he has never been drunk Currently has no habits which would likely impair his ability to perform his job Has a solid network of friends and family to which he can turn if he needs support Special Training, Orientation & Concerns This person is still learning, and moreover, he is eager to learn; thus, we strongly recommend continued drilling and training to help him continue to improve his firefighting and medical skills PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Firefighters BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, they were accurate and complete. While paperwork and report writing will probably not be high on Mr. Ralston e2 80 99s list of favorite activities, this conscientious candidate will make an effort to produce a high-quality, finished product. When it comes to billing for EMS services, Mr. Ralston will pay attention to the details. An inspection of the above-reported test results reveals that he scored far better on the Wonderlic Basic Skills Test than he did on the Watson-Glaser Critical Thinking Appraisal Test. Occasionally low scores on the Watson-Glaser Critical Thinking Appraisal Test can be explained by a discomfort worth uncertainty and ambiguity. In the case of this candidate, as we noted in Part II of our report, he possesses high needs for clarity. As such, we are not surprised by his depressed performance on the Watson-Glaser Critical Thinking Appraisal Test. Regardless, we evaluate Mr. Ralston to possess an acceptable amount of mental ability as it pertains to mastering the essential elements of the position in question. PART IV Mr. Ralston was raised in northwest suburban Schaumburg, Illinois. The applicant has a twin sister and a younger brother. His father has spent 30 years in the same job with an auto body shop. His mother performs secretarial work. Both parents stressed a number of solid values that focused on dedication, loyalty, and hard work. At present Mr. Ralston still resides at home with his parents and his 100-year old grandmother. Mr. Ralston has also been involved with a young woman for the past four and a half years. Earlier in our report we spoke of Mr. Ralston e2 80 99s interest in a public safety position. According to the candidate, he gave serious thought to a career in law enforcement. Toward that end, he took classes in community college in criminal justice and performed a few fide-alongs. However, after taking entry-level fire science classes at the same institution, Harper College, the candidate switched his major to fire science. As a result, the applicant is looking to be awarded his degree in fire science from Harper College this year, in 2017. In conjunction with his degree program at community college, the applicant has ridden along with the Schaumburg Fire Department to get a better feel for the job. Based on our observations and assessment, we evaluate Mr. Ralston to be an acceptable applicant for the position in question. There is a lot to like about this serious-minded and conscientious candidate. Mr. Ralston is a respectful and considerate candidate who will make a concerted effort to get along well with his fellow firefighter/paramedics. We especially like his positive outlook and accompanying optimistic attitude. These are qualities that will contribute to good morale in the department. Although the applicant is only 22 years of age, he is a mature and responsible individual. From an early age, he realized that some kind of public safety career would be an appropriate choice for him. Toward that end, he acted maturely and avoided serious trouble as well as stayed away from using any kind of illegal substances. Moreover, he has taken the proper steps to prepare himself for a career in the fire service and emergency medicine by earning the proper credentials and also obtaining valuable, practical, hands-on experience as an EMT-B with a private ambulance service. Of course, he still has a lot to learn. Nevertheless, in light of our review, we would recommend that Mr. Ralston be given an offer to work as a Firefighter for the Village of Hanover Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Barry Redd Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Barry Redd Position: Firefighter Age: 26 Department: Fire Department Date: November 6, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Did not follow instructions carefully and missed some details in requests for information On the other hand, the candidate was conscientious about the testing process, and worked within the expressed timelines Punctual for his appointment Inappropriately attired for a job-related interview, wearing athletic shorts and a T-shirt Pleasant and polite, however INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Possesses an extremely likeable disposition; a natural extravert Looks forward to the camaraderie connected with a career in the fire service Flexible and adaptable in his own right, he struggles working with rigid and inflexible coworkers As a result, he is likely to suggest different approaches to stubborn colleagues However, this person is not inclined to pushback against his peers, especially ones who are set in their ways In short, he seeks to avoid conflict PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Has an acceptable public service orientation States that he looks forward to helping people Rates moderately high on our measures of altruism At the same time, he has high measured needs for variety and excitement, which motivate him to seek a career in the fire service and EMS Finally, the structure of a paramilitary organization is important to this person JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: EMT-B from Harper College, received in 2018 B.O.F. from the Fire Academy in Romeoville in 2019 Presently employed with Superior Ambulance as an EMT, where he has worked since July of 2018 This person presently serves in the US. Army Reserve as a generator mechanic; hence, he possesses mechanical aptitudes and has experience working with a chain of command WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of achievement motivation As a result, the candidate will show a level of competitiveness in wanting to excel at his job On the other hand, the applicant acknowledges that he e2 80 9csweats the small stuff, e2 80 9d which can cause him to take longer in completing routine tasks and assignments This same quality, however, will not be present when he is handling emergency situations Has been trusted to supervise the work of others; speaks to the confidence his superiors have in his abilities RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: This person expressed positive comments about his past and present bosses One of the first things that this individual mentioned about wanting to work in the fire service is the presence of its discipline and structure, which is similar to what he has enjoyed while serving in the military Responds well to clearly defined goals and expectations Feels a greater sense of assurance when reporting to supervisors who are able to anticipate problems ahead of time Has had only one run-in with management and that occurred after four or five years with Domino e2 80 99s Pizza; it resulted in him leaving under bad terms, but not a termination ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Performs primarily patient transport with Superior Ambulance On the other hand, he is experienced with body removals due to his company e2 80 99s contract with the Lake County Coroner e2 80 99s Office In many of these instances, he has had to deal with unpleasant circumstances as many of these bodies have been badly composed According to the candidate, he claims that the unpleasant sights and smells that he has encountered or will encounter are all part of the job; he has realistic expectations LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reports never having been arrested at any point in his life While he has smoked marijuana in the past, he states that he has used the substance under ten times and last engaged with the illegal drug approximately four years ago At present this person lives with a married friend and his spouse For his part, the applicant is not involved in any kind of serious relationship To date, he has acted responsibly with his finances, with only a $12,000 car loan and no student loan debt or outstanding credit card balances on his record OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in EMS work thus far There are no indications that this person will tire in his interest to become a firefighter Appears to have no harmful habits that would impair the applicant e2 80 99s ability to perform the position in question The applicant acknowledges that he consumes alcohol, but he has two or three drinks at most To help relieve tension and stress, the candidate plays videogames In addition, he enjoys going to the gym and playing basketball Special Training, Orientation & Concerns New to the field of firefighting and EMS, any and all training aimed at improving his skills in his chosen profession are recommended Coaching on how to assert his views when appropriate rather than adopting a totally conflict avoidant stance when concerned about the behavior of one of his coworkers Monitoring of his paperwork and report writing to make sure that it contains the appropriate amount of information and detail PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Redd submitted a Personal History Form that was reasonably accurate, but it omitted certain information about his prior employment. For example, his time with Domino e2 80 99s Pizza was left off the form. In his favor, however, Mr. Redd did pay attention to using the proper spelling and grammar. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability, but the level of sufficient detail and information was lacking. On the other hand, he used appropriate grammar and syntax. In light of this observation, Mr. Redd might need reminding to take his time and be accurate in filling out paperwork and EMS reports. With respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate will demonstrate generally solid emotional intelligence. All things considered, the candidate has the ability to learn and master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Redd to be an acceptable applicant for the position in question. The candidate claims that working in the fire service was something that he has always considered, but he did not act on it in terms of getting the right credentials and experience until recently. For most of his adult life, Mr. Redd worked for pizza restaurants. As recently as May of this year, he was employed at Jet e2 80 99s Pizza, where he served as an assistant manager, supervising seven employees. It was in 2018, a couple of years after he started working at Jet e2 80 99s Pizza, that Mr. Redd enrolled in an EMT training class at Harper College in Palatine Illinois. This year, he elected to earn his B.O.F. from a fire academy in Romeoville, Illinois. Since July of last year, 2018, the applicant has accepted a part-time position with Superior Ambulance. While the depth of his experience has not been deep, it has given this individual sufficient exposure to the fire service and EMS. Wanting to help others and seeking a career that will keep him active and engaged, Mr. Redd is excited about continuing his career in his chosen profession. There is a lot that we like about this promising person, who appears to have the potential to be an effective fire medic. Possessing a strong work ethic and desire to serve the public, he is appropriately mature and has experience operating with a strict chain of command. While he continues to need further exposure to the fire service and EMS, we think that he is on his way toward accomplishing his goal of becoming a firefighter/paramedic. Therefore, in light of our overall review, we would recommend that Mr. Redd be given an offer to work as a part-time Firefighter for the Countryside Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT James Reece City of Batavia USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: James Reece Position: Police Officer Age: 31 Department: Police Department Date: September 17, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Tall, athletically-built individual Clean-cut candidate with closely cropped hair Professionally attired in a suit and tie for his appointment at our office Projects a credible police presence Friendly manner will also allow the applicant to appear approachable in the eyes of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Personable disposition; possesses a strong preference for working around other people Gifted with a fun sense of humor, which on occasion can be laced with a bit of sarcasm Carries himself with confidence At the same time, the candidate e2 80 99s confident attitude has led to the charge by some of his fellow officers that he can come across as e2 80 9ccocky e2 80 9d Maintains a generally upbeat attitude towards his job and the people with whom he works, which will help support good morale in the department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: States that being able to help others in a meaningful way is one of his primary attractions to a career in law enforcement For example, stopping and preventing domestic violence ranks at the top of his list of helpful actions on his part The candidate also enjoys the variety and excitement associated with this line of work Not surprisingly, this individual registers a high score on our measures of excitement-seeking JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: The candidate is currently serving as a sworn police officer in the Village of Hampshire, Illinois; he has been with the agency since January of 2016 Successfully completed the training academy through PTI prior to returning to the Hampshire Police Department Prior to becoming a sworn police officer, the applicant was employed from 2011 to 2015 in private security at the Grand Victoria Casino This person does not have a formal college degree in criminal justice WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Having earned the right to be the OIC (officer-in-charge) at the Hampshire Police Department speaks to the applicant e2 80 99s leadership skills on the job According to the candidate, he was awarded the distinction of Officer of the Year at the Hampshire Police Department in 2017 On the other hand, the candidate can be guilty of careless errors For example, he has been disciplined for minor mistakes, such as failing to record his name on the payroll sheet In addition, this person was facetiously awarded for his tendency to have more minor accidents with his squad car than the other officers at the Hampshire Police Department RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Possesses a healthy respect for those in positions of authority Spoke well of his superiors at the Hampshire Police Department Prefers a fair degree of freedom and autonomy; he wants to feel free to perform his job At the same time, the applicant is appreciative of superior officers who back his actions ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: The candidate claims that in his position as a police officer with the Hampshire Police Department he encounters a relatively low call volume Nonetheless, the applicant is active with traffic enforcement Also, he intervenes effectively in domestic disputes which occur about once a month in the community Once again, however, his tendency to be lax resulted in a disciplinary action when he missed a gun during a pat-down of a suspect in April of 2018 LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: The oldest of three children and raised with a healthy set of moral values, including hard work and showing respect for other people Reports a single arrest on his record in 2009, which was a DUI after a car accident in Bloomington, Illinois, where the candidate was cited for the illegal use of marijuana The applicant admits to using marijuana between 25 and 50 times, but his last usage of the illegal substance was in 2009, prior to his career in law enforcement To the candidate e2 80 99s credit, he took full responsibility for all of his mistakes and showed the proper regret OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: For almost four years, he has been serving in the capacity of a sworn police officer with the Hampshire Police Department, and he shows no signs of stress resulting from his job Although the applicant is living at home, he is engaged to a woman he met through his work with the Hampshire Police Department; she is a dispatch operator From all indications, this individual has a good support network of family and friends Reports drinking alcohol at least twice a week, and on special occasions, such as weddings, he has been known to consume six or more drinks While not inclined to drink heavily most of the time, exceeding six drinks borders on the definition of binge drinking Special Training & Orientation Concerns Monitoring his driving habits in the police cruiser as he seems prone to minor fender-bender type accidents Caution about his confident attitude adding to the perception that he is cocky and sees himself as better than other officers in the department Reminders to pay attention to the smaller details, which on occasion has resulted in receiving a minor disciplinary action A word or two to this individual about his tendency to consume alcohol on certain occasions in excess of six drinks, which is the lower limit of what is considered binge drinking PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Reece took his time to provide accurate information on his Personal History Form. On the other hand, the level of detail given on this document, while sufficient was rather limited. We also administered two other writing samples, which were typewritten. On both of his exercises, this applicant demonstrated acceptable writing ability, which is not surprising given his strong showing on the verbal abilities section of the Wonderlic Basic Skills Test. In his favor, the candidate was attentive to most of the important details on his written exercises, which included a mock police report as well as a discussion of a highlight and a setback during the course of his career in law enforcement. Moreover, Mr. Reece wrote in clear, definitive, and complete sentences, and he used proper grammar and syntax. Even though he does occasionally miss some of the details, we have no reason to believe that his paperwork and report writing will be substandard considering his performance on the writing exercises which were part of the assessment process. Mr. Reece is presently performing as a police officer and demonstrating the proper thinking skills to handle the mental demands of the job in question. PART IV Based on our observations and assessment, we evaluate Mr. Reece to be an acceptable applicant for the position in question. At present, this person is performing in the role of a sworn police officer, albeit with a smaller agency in Hampshire, Illinois. The candidate successfully passed his probationary period with the department, and prior to that completed the training academy sponsored by PTI in downstate Illinois. In 2017, Mr. Reece was recognized as the Officer of the Year by the Hampshire Police Department. On the other hand, he has been disciplined for minor infractions from accidents with his police cruiser to missing certain details. With his sense of humor and confident attitude, certain individuals at his new place of work might see him as cocky or even flippant. In these instances, these issues will need to be addressed to prevent any reoccurrence. The candidate does seem open to constructive feedback and willing to apply what he learns from the experience. Regardless, we like this individual e2 80 99s attitude toward his job and the need to protect the citizens of the community. We envision Mr. Reece as a reliable back-up officer, and we do not view him as a potential officer safety hazard in his attempts to keep order. Although the applicant has a few areas that represent opportunities for development as listed previously in this report, we see him as a viable candidate for the job. Therefore, in light of our overall review, we would recommend that Mr. Reece be given an offer to work as a Police Officer for the City of Batavia. SAL"', 'b"INDIVIDUAL ASSESSMENT Christopher Reese Village of Lindenhurst USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Christopher Reese Position: Police Officer Age: 32 Department: Police Department Date: June 19, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and cordial presentation Confident, straightforward, and respectful in his presentation Open and straightforward in discussing matters in his personal and professional life Came across as engaging, mature, and candid After three years on the job as a police officer, this individual knows how to project a command presence; most will view him as fairly approachable as well INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing, generally agreeable, and positive in his interpersonal style High needs for inclusion and acceptance from others but will not compromise morals or values in order to fit in Polite and considerate in his interactions with others Tends to be more task-focused than he is relationship-oriented Nevertheless, he has the capacity to forge strong bonds and working relationships with his peers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Feels good about himself when he is able to make a positive impact on the lives of others Dating back to his Eagle Scout project of restoring prairie land, nearly all of this applicant e2 80 99s jobs have involved community service work of one type or another Also drawn to the variety, activity, and mental and physical challenges involved in a law enforcement career Will be respectful and professional in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in biology and education from North Park University in 2010 Completed his student teaching and earned a teaching certificate that same year Worked as a lifeguard manager from 2005 to 2014 (seasonally) for the Mount Prospect Park District During and after his college years this individual worked in a warehouse which provided an array of Christian products for about five and one-half years Hired as a police officer in Island Lake in March of 2015 Certified as a field training officer and evidence technician WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Determined, energetic, and persistent in his basic work habits Consistently employed in some capacity since his high school years Rates high on our measures of conscientiousness Serious about his duties and responsibilities Go-getter who will initiate his own activity; led the Island Lake PD in DUI arrests for the past two years Will strive to meet or exceed departmental performance standards RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life up until recently In that regard, he appears to have rubbed his administrative sergeant and Chief the wrong way which he attributes to his desire to make a lateral transfer to another department Remarkably, this individual maintained that he has never been the recipient of any type of disciplinary action Follows the rules; will adhere to departmental policies and procedures (perhaps in a rather rigid manner) Not very open-minded; some concerns about his receptivity to corrective feedback and criticism Will be respectful and accommodating in his interactions with his superiors ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident, straightforward, and assertive Carries himself in a poised and professional manner Very good communication skills; articulate and well-spoken At the same time this candidate may come across as rather businesslike, abrupt, and serious; not much warmth or humor Will hold the line when his authority is challenged May be a bit heavy handed in his enforcement activities LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reasonably open and candid in reporting some of the regrets and disappointments he has had in his life thus far Able to acknowledge his own contribution to problems and setbacks when they occurred, but did so with a bit of trepidation Acknowledged using marijuana e2 80 9cabout 100 times e2 80 9d in his life with the last time being in 2005-2006 long before his decision to become a police officer No brushes with law enforcement Married for the past three and one-half years and owns his own home; financially responsible OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted Not prone toward prolonged periods of worry or depression Tends to be action-oriented in the face of adversity and obstacles Supportive base of family and several close friends Enjoys outdoor activities such as hiking, hunting, and camping in order to relax and blow off steam when necessary Special Training & Orientation Concerns Active and aggressive officer who likes to stay busy and productive. At the same time, we believe he has the capacity to adapt to a more community-oriented and customer service approach to police work. Amiable and engaging, this individual may come across as a bit officious at times. Yet he appears to have established solid working relationships with his fellow officers and coworkers over the years. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Reese provided a neatly typed account of his personal and professional background that included essential details and a degree of elaboration when it was necessary. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated excellent writing ability, as he was able to express himself in complete and coherent sentences which contained proper grammar, syntax, and punctuation. Mr. Reese has the capacity to produce professional and informative reports and documentation as a police officer. Overall, we evaluate Mr. Reese to possess above average mental ability. This assertion is supported by his academic and occupational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. An outstanding student at Prospect High School, Mr. Reese was involved in all bands and earned his Eagle Scout Merit Badge while graduating with a reported 4.50 (5.00 scale) in 2004. Although he had some interest in police work, Mr. Reese was also very interested in biology and set off to Augustana College as a biology major. He spent two and one-half years there until he was disappointingly suspended for having alcohol on the college e2 80 99s premises. This incident caused him to eventually transfer to North Park University where he did obtain his bachelor e2 80 99s degree in biology and education, and earned his teaching certification as well in 2009 and 2010, respectively. All things considered, this bright and capable applicant has already demonstrated his ability to master the essential functions required of a police officer given his experience and training thus far in his career. PART IV The youngest of three children, Mr. Reese spent his developmental years in Mount Prospect where he attended local public schools. With his father being a physician and his mother a retired teacher, this applicant was raised with the value and importance of community service work, which he began doing while he was in high school. Although there have some bumps in the road for this individual in terms of his suspension from college for alcohol possession and his use of marijuana up until 2005, Mr. Reese appears to have matured considerably since that time, and he is now an established police officer, married, and the proud father of a one-year-old son. After what appears to have been a fairly successful and productive tenure as an officer in Island Lake, Mr. Reese is seeking to affiliate with a much more hospitable organization. In this regard, Mr. Reese stated that when he announced that he was testing elsewhere, his administrative sergeant and Chief resurrected felony charges against him for a situation that occurred about two years ago that he has already reported to the Lindenhurst PD. According to Mr. Reese during his interview, the State e2 80 99s Attorney threw the charge out, yet he feels a bit resentful about the manner in which he has been treated by the command staff with the ILPD, especially in light of his effectiveness on the streets. Based on our observations and assessment, we evaluate Mr. Reese to be an acceptable applicant for the position in question, as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. This individual seems to have taken to the job rather quickly since making a rather dramatic career change in his life a couple of years ago. A persistent, hardworking, and assertive individual, Mr. Reese is expected to be an aggressive officer, but also has the capacity to perform the customer service aspects of the job in an adept and professional manner. In fact, with his teaching qualifications, some of those skills may prove to be beneficial as a trainer or perhaps instructor with his fellow officers and with citizen groups. Although he has made some mistakes in his life, our assessment indicates that he has matured considerably over the past several years since his college days and shortly thereafter. In summation, we believe he will represent the department in a positive and favorable manner. In light of our review, we would recommend that Mr. Reese be extended an offer of employment to serve as a Police Officer for the Village of Lindenhurst, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Cory Richards Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Cory Richards Position: Firefighter Age: 27 Department: Fire Department Date: January 23, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Communicates with a loud, booming voice that could be heard all the way down the halls of our office Energetic and talkative individual Comes across as self-confident to a fault We sense that both his high rate of talking along with his booming voice are driven in part by his anxious temperament Even though the candidate claims to appreciate the degree of teamwork and camaraderie associated with life in the fire service and EMS, he is likely to be competitive with his peers States that many of his peers e2 80 9cwant to be just like him e2 80 9d and are envious of his track record for promotion; possesses a high opinion of himself Finally, despite his enjoyment of the camaraderie in the fire service, he is not interested in socializing with his fellow firefighters after work hours We question whether he can forge comfortable and genuine relationships with his peers PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Believes that the fire service and EMS are a e2 80 9ccalling for him e2 80 9d from a higher power Scored above average on our measures of altruism Seemed genuine and sincere in his desire to serve, protect, and assist others in need Also drawn to the variety, activity, and mental and physical challenges involved in a career in the fire service and EMS For example, he rates above average on our measures of excitement-seeking As noted above, the candidate has also found the camaraderie associated with being a firefighter/paramedic as satisfying JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Spent five years in the U.S. Navy from 2012 to 2017 as a medical corpsman Earned his EMT-B initially at Brookhaven College in Dallas, Texas Earned his paramedic e2 80 99s license from Swedish American Hospital in Rockford Awarded his B.O.F. certification in 2019 from Rock Valley College Since the fall of 2017, he has been employed with the A-tec Ambulance Company Joined the North Park Fire Protection District in October of last year Possesses relevant work and life experience; however, the applicant demonstrates some characteristics of emotional immaturity Might not always hold himself accountable for his actions and decisions in his personal and professional life He is prone to making excuses to justify his behavior Moreover, his test results indicated that he responded in a highly self-protective fashion In his favor, this person has experienced no brushes with law enforcement WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Has demonstrated good job stability with five years in the Navy and another three years with the A-tec Ambulance Company Rates above average on our measures of conscientiousness, which was not entirely reflected in the materials he submitted as part of his assessment Prides himself on his efficiency and time management; yet, the applicant acknowledges being tardy between five and six times a year Track record for job stability indicates this person has generally enjoyed positive relationships with most of the authority figures in his life In his favor, he reports never having been terminated from any previous place of employment On the other hand, he was disciplined at the A-tec Ambulance Company for speeding at 85 m.p.h. even though he was not responding to an emergency call According to the candidate, however, he felt it was an emergency and pushed back against his superiors We suspect that he might not be entirely open-minded and receptive to new ideas and constructive criticism COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Able to control emotional expression and curb frustrations; reasonably professionally mature Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far The candidate claims that he feels a sense of guilt for not reacting more adversely to the trauma that he has witnessed; states that he detaches his feelings While the detached feelings are helpful for processing the stress and emotions of the moment, we do have questions about how this impacts his bedside manner in dealing with patients in terms of empathy, compassion, and the ability to convey reassurance Small but supportive base of family and a couple of close friends Possesses no potentially harmful habits that would impair his performance on the job For example, he appears to consume alcohol in relative moderation when off work Committed to the fire service and unlikely to leave for another line of work Special Training & Orientation Concerns Caution about coming across as loud and boorish in the close confines of the firehouse Additional caution about being perceived as overly confident, especially in the presence of his more experienced peers in the firehouse Monitoring of his paperwork and report writing, since he tends to make careless mistakes PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Richards submitted a Personal History Form that was not entirely accurate and contained some notable errors and mistakes. In addition, Mr. Richards did not do an especially good job of offering sufficient information and detail. We also administered another writing sample which included a discussion of a highlight and a setback during the applicant e2 80 99s career. Once again, on this exercise, the applicant failed to demonstrate acceptable writing ability. In particular, he failed to provide pertinent details. While completing paperwork and report writing are not major parts of the job, a failure to provide accurate and detailed information can have negative implications. The fact that Mr. Richards performed extremely well on the verbal portion of the Wonderlic Basic Skills Test shows that the applicant has the aptitude to do paperwork, but we suspect that it is seen as boring and routine in his eyes. In short, Mr. Richards will be guilty of showing selective motivation for certain parts of his job. Regardless, all things considered, the candidate has the ability to master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Richards to be a generally acceptable applicant for the position in question, but we have raised a couple of concerns that bear noting. For example, the candidate strikes us as a person with a somewhat inflated opinion of himself. On the other hand, his bravado could be masking underlying doubts and insecurities. Regardless, we suspect that he will experience difficulty fitting in with his fellow firefighters who might view him as loud and cocky in terms of his attitude. For new hires into any department, this is a combination which can be a recipe for problems. Furthermore, we are concerned about the candidate e2 80 99s tendency to defend his actions by seeking to rationalize his behavior. This inability to hear feedback can be problematic. Finally, we detected selective motivation in terms of his willingness to devote the time and attention required to produce accurate paperwork and reports. This could become problematic because obtaining reimbursement for EMS activities depend on completing paperwork properly. In his defense, Mr. Richards has prepared himself properly for a career in the fire service and EMS. We also like his track record for employment stability as he tends to stick with what he starts. Furthermore, he has demonstrated that he can perform under pressure and stress. While he will likely be a work-in-progress, with appropriate guidance, mentorship, and increased experience under his belt, he has the potential to develop into a career firefighter. Therefore, in light of our review, we would not be opposed to recommending that Mr. Richards be given an offer to work as a Firefighter for the Village of Hanover Park. SAL"', 'b"INDIVIDUAL ASSESSMENT Michael Roberts Village of Bloomingdale USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Michael Roberts Position: Police Officer Age: 22 Department: Police Department Date: August 9, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and attired in a business suit; polite and professional presentation Respectful, well-spoken, and straightforward; good eye contact and receptive body language Came across as confident, sincere, and pleasant in the way he carries himself In many ways, this individual seemed a bit older than his stated age of 22 in terms of his maturity and poise Should be able to project an approachable and credible presence as a police officer INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and generally good-natured young man who can probably get along with just about anyone Above average needs for inclusion and acceptance from others Will strive to earn the respect and trust of his fellow officers and superiors through his competence and efforts on the job Likeable individual who does not call much attention to himself; considerate and collaborative PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism For the past three years this applicant has been heavily involved with Camp Kesem where he has served as a counselor and trainer dealing with juvenile cancer patients Also was a member of a service fraternity during his college years Seemed genuine in his desire to protect and serve the public Also drawn to the variety, activity, and camaraderie he anticipates in the law enforcement field JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminology from NIU in 2019 Completed a three-month internship with the Bloomingdale Police Department in 2018 where his father currently serves as Deputy Chief Since March of 2016, the candidate has been employed in a sales and customer service capacity for Anytime Fitness Background in competitive team sports and with a number of professional groups and organizations WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Hardworking and persevering individual with a positive attitude Scored very high on our measures of conscientiousness; serious about his duties and responsibilities Expected to be competent, thorough, and dutiful in his basic work habits High needs for achievement; will make it a point to meet or exceed departmental performance standards on a consistent basis Overall, we believe this socially adept and task-focused young man may exhibit some leadership potential in the coming years RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, this individual has had positive relationships with nearly all of the authority figures in his life Expressed gratitude and appreciation toward role models and mentors who have helped him over the years Respectful and accommodating in his interactions with superiors; will strive to earn their respect and trust Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Calm and confident bearing; above average communication skills Will assert himself in a tactful and diplomatic manner as evidenced by some of the negative encounters he has resolved with gym patrons over the years Expected to be firm, fair, and compassionate in his enforcement of laws and ordinances May need to project more of an authoritative bearing at times With the proper training and some experience under his belt, we expect this area to emerge as a strength for this relatively young applicant LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and open in revealing some of the regrets and disappointments he has had in his life thus far (there have not been many) Acknowledged his own contribution to problems and setbacks when they did occur Came across as honest and straightforward; not likely to make excuses or blame others when things do not go his way No brushes with law enforcement; admitted to experimenting with marijuana e2 80 9ca couple of times e2 80 9d his freshman year of high school Expected to honor his commitments and obligations in his personal and professional life OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily rattled or angered Not prone toward prolonged periods of worry or depression; positive attitude Supportive base of family and a large circle of close and trusted friends Enjoys fitness and outdoor activities as a means to relax and blow off steam when necessary Positive self-image; not likely to personalize the negativity and resistance he will encounter in this line of work Special Training & Orientation Concerns Oftentimes, younger candidates who have a parent in a command level position within the same department may experience some wariness or reluctance of others to engage openly and candidly with the recruit. According to Mr. Roberts, he did not experience much of this other than some playful e2 80 9cchop-busting e2 80 9d during his internship with the BPD. We anticipate that over time, this stable and focused young man will establish his own secure identity within the department, and he will not be particularly bothered by teasing or jokes from coworkers. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Roberts provided a neatly typed account of his personal and professional background that was clear and thorough. We also administered two other writing samples to Mr. Roberts in which he demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Once properly trained, this individual is not expected to have difficulty producing professional reports and documentation as a police officer. Overall, we evaluate Mr. Roberts to possess above average mental ability despite his deflated score on the quantitative portion of our cognitive abilities test cited above. This assertion is supported by his academic and occupational accomplishments to date, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. Mr. Roberts graduated from South Elgin High School in 2015 with average grades, but he also demonstrated some leadership ability in that he was named captain of the track team, voted president of the aviation club, and student council vice-president. With the intention of following in his father e2 80 99s footsteps in the law enforcement field, Mr. Roberts went on to earn his bachelor e2 80 99s degree in sociology with an emphasis in criminology from Northern Illinois University in 2019. Moreover, he did so by also working part-time and graduating with a reported 3.00 GPA. All things considered, this bright and determined individual has the ability to master the essential information and skills required to become a police officer. We were especially impressed with his emotional and social intelligence. PART IV The second of three children, Mr. Roberts spent his developmental years in nearby Bartlett where he attended local public schools. According to Mr. Roberts, he has wanted to follow in his father e2 80 99s footsteps in the field of police work, and he talked about his respect and admiration for his father e2 80 99s many friends and coworkers he has known since childhood also working in the field. From all indications, this applicant has high needs for achievement, and he possesses the drive and determination to obtain most of the goals he sets for himself. Moreover, Mr. Roberts struck us as a rather well-liked individual who should prove to be rather popular with his peers and coworkers over time due to his amiable and considerate interpersonal style, and his genuine concern for the well-being of those around him. Based on our observations and assessment, we evaluate Mr. Roberts to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a police officer long-term. During his interview, Mr. Roberts talked about the pride and enthusiasm he experienced during his internship with the Bloomingdale PD where he has known many of the more senior officers through his father e2 80 99s role with the department for many years. As he stated, e2 80 9cthis is my dream job, e2 80 9d and we believe he will do everything possible to follow in the fine example of his role models over the years, and he will serve the citizens of Bloomingdale with dedication and commitment. Our assessment indicates that he will be equally motivated to perform both the enforcement and community service aspects of the job. In light of our positive review of his qualifications and personality characteristics, we would recommend that Mr. Roberts be given an offer to work as a Police Officer for the Village of Bloomingdale, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Jeremy Roman Village of Palatine USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jeremy Roman Position: Firefighter Age: 24 Department: Fire Department Date: October 9, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and poised presentation Came across as polite, respectful, and confident in his demeanor In some ways this individual e2 80 99s appearance, bearing, and maturity caused him to be perceived as a bit older than his stated age of 24 Open and straightforward in his communication style Will be viewed as a sincere and capable firefighter and medic by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and socially adept Somewhat reserved and low-keyed in his manner and interpersonal style, yet congenial and amiable Above average needs for inclusion and acceptance; gregarious and team-oriented Expected to be considerate and friendly in his interactions with peers and superiors Not expected to encounter difficulty comfortably integrating into a new department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism Sincere and genuine in his desire to protect lives and property which was the primary thread in most of his statements about his experiences in the fire service thus far Self-esteem enhanced when he is able to make a positive impact on the lives of others Also drawn to the variety, activity, and mental and physical challenges involved in a fire service career Will be professional and courteous in his interactions with the public JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree in fire science in 2014 Licensed as a paramedic in 2016 and certified as a BOF; recently passed his Advanced Firefighter test (awaiting that certification) Worked as an EMT-B for a private ambulance company for two and a half years Simultaneously started two jobs in March of 2017 Through PSI applicant is contracted to the Carol Stream FPD, and he is working part-time for the East Dundee FPD WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Conscientious individual who takes his duties and responsibilities seriously Can be a bit disorganized at times, but takes pride in the quality and competence of his work Active and energetic; likes to remain busy and occupied Expected to initiate his own activity during down time Will extend himself to meet or exceed departmental performance standards on a consistent basis RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life including previous bosses and supervisors Polite, respectful, and accommodating in his interactions with his superiors Disciplined and motivated; should prove to be a pleasure to supervise Will adhere to departmental policies and procedures Open-minded and eager to learn; will make good use of constructive criticism ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Rather limited exposure to urgent and pressurized calls for service; responded to only a few fire suppression calls On his behalf, however, this applicant is confident and well-prepared Received a life-saving award after responding to a cardiac arrest call recently Will take charge of situations within his range of competence and training With continued experience (especially with fire suppression and hazmat) we anticipate that his skills will consistently improve in this area over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and open in revealing some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to setbacks and problems when they occurred Began assuming responsibility for himself and his decisions at an early age beginning with his choice of careers over his parents e2 80 99 cautions and objections Applicant has lived independently since the age of 21, and he has been involved in a committed relationship for the past year and a half No brushes with law enforcement; experimented with marijuana twice at the age of 18 OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted Not easily rattled or angered Does not appear to be prone toward prolonged periods of worry or depression Popular individual with a large number of close friends; supportive family Expected to roll with the punches when faced with the more traumatic and gruesome aspects of life in the fire service Gregarious individuals like this applicant will find the most support and reassurance on-shift talking things out with his coworkers and supervisors after troubling calls for service Special Training, Orientation & Concerns If anything, this eager and achievement-oriented individual may over-commit himself at times. Expected to catch on quickly to new SOGs and will make it a point to master the geography, streets, and landmarks of the community. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Roman provided a thorough and detailed account of his personal and professional background. With the additional written exercises he was provided, this bright individual was able to effectively express himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. Mr. Roman tends to be concise and clear in his writing style, and we anticipate that his report writing will be professional and informative. Overall, we evaluate Mr. Roman to possess above average mental ability. This assertion is supported by his academic accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. An outstanding student in high school at South Elgin, Mr. Roman graduated with a reported 4.30 GPA (4.00 scale) and was destined to study architecture in order to become part of his extended family e2 80 99s business in that field. Although he started off in that direction, Mr. Roman labeled it the most difficult decision of his life to turn down full scholarships and a guaranteed job upon graduation in order change his career focus to the fire service. Upon doing so, Mr. Roman went on to receive his associate e2 80 99s degree in fire science from Elgin Community College in 2014. All things considered, this bright and hardworking individual is not expected to have difficulty obtaining advanced fire service certifications. PART IV The elder of two children, Mr. Roman spent his developmental years in South Elgin where attended local public schools. As mentioned above, Mr. Roman graduated with honors from SEHS by taking advanced placement classes and excelling in the classroom. According to Mr. Roman, his mother e2 80 99s family owns an established architectural firm, and he grew up feeling that it was incumbent on him to further his formal education in architecture, join the family business, and live happily ever after. Not particularly thrilled or enthused about his architecture coursework, Mr. Roman stated that around this time, his beloved grandmother encountered a serious medical emergency, and he was so impressed by the efforts and competence of the responding fire-medics that he changed his mind about his career trajectory right then and there. As might be expected, this was met with some resistance and objection on the part of his parents as he reportedly e2 80 9ccast away a full scholarship and a stable and lucrative career e2 80 9d as an architect. On his behalf, this mature and driven young man has applied himself diligently in bettering his qualifications to earn a career position with an active and reputable fire department. Based on our observations and assessment, we evaluate Mr. Roman to be a strong candidate for the position in question as he received favorable ratings on all of the key dimensions connected with success as a firefighter and medic long-term. A sincere and determined individual, Mr. Roman presented himself as a bright, mature, and committed individual, who came across with a great deal of passion and enthusiasm for the fire service. This individual has rather high needs for achievement and competence, and he looks forward to the opportunities to grow and develop personally and professionally with the Palatine Fire Department if given the chance. With continued training and experience we expect this focused and determined applicant to emerge as an asset to the department and to the community over time. In light of our very positive review of his qualifications and personality characteristics, we would recommend that Mr. Roman be extended an offer of employment to serve as a Firefighter with the Palatine Fire Department. JWB"', 'b"INDIVIDUAL ASSESSMENT Kyle Rudauskas Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kyle Rudauskas Position: Police Officer Age: 23 Department: Police Department Date: January 24, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Speaks softly, but is articulate with his words Not very easy to engage in conversation Polite and respectful towards others, but socially awkward Comes across as self-conscious Appears to lack self-confidence due in large part to his shy and highly introverted disposition Tolerant of other people and their views; will be reluctant to voice his own beliefs and opinions Rates high on our measures of agreeableness; but is likely to struggle to forge comfortable working relationships with his fellow officers Very obliging and considerate; some individuals might take advantage of his difficulty setting limits in terms of helping his coworkers In sum, it will take this person a significant amount of time in order to acclimate to his new surroundings and feel comfortable in the presence of his peers PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Unlikely to convey a credible and authoritative police presence on first impression due in large part to his youthful appearance and unassertive disposition On the other hand, he will be viewed as an approachable officer Scored above average on our measures of altruism Seems genuine and sincere in his desire to serve, protect, and assist others in need Social service background; will be polite and courteous in his interactions with citizens While not possessing an excitement-seeking personality, he does look forward to the variety associated with this line of work In short, he does not want to sit behind a desk all day long JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: B.A. degree, earned in May of 2018, in criminology and sociology from Dominican University Did not perform any kind of an internship in connection with his undergraduate program Moreover, he has never performed private security or loss prevention Spent eight months at a social service agency as an adult protective services caseworker Currently employed as a teacher e2 80 99s assistant in a school for students with special needs, the Soaring Eagle Academy Came across as open and honest in discussing some of the regrets and disappointments he has had in his life thus far Introspective and realistic individual who was able to evaluate his limitations in an objective manner Expected to honor his commitments and obligations Holds himself accountable for his actions and decisions in his personal and professional life No brushes with law enforcement We believe he fully understands the imperative that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Will strive to meet or exceed departmental performance standards Rates high on our measures of conscientiousness; serious about his duties and responsibilities Prides himself on his efficiency and time management; all of his testing materials and documentation were clear and organized Relatively high needs for achievement; will strive to earn the respect and trust of his superiors through his efforts on the job Has had positive relationships with most of the authority figures in his life Applicant has followed the rules throughout most of his life Reports never having been terminated at any previous place of work Moreover, he states that he has never been disciplined on the job Open-minded and receptive to constructive criticism; realizes he has a lot to learn about police work Might not enjoy the discipline and rigor of life within a paramilitary organization COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Major area of concern for this candidate Has relatively little, if any, experience in enforcing rules and regulations with adults In his behalf, the candidate currently has to restrain aggressive youngsters in his current capacity as a teacher e2 80 99s assistant in a school for students with special needs Admits that he is shy and tentative in dealing with strangers He expressed serious reservations about having to perform in any kind of a public speaking role Likely to be prone toward prolonged periods of worry or self-doubt Not expected to roll with the punches when faced with adversity and frustration Will be unlikely to cope with the negativity and resistance encountered on the streets in an adaptive manner In his behalf, he has a small but supportive base of family and a couple of close friends Additionally, this person possesses no potentially harmful habits that would impair his performance on the job; consumes alcohol in moderation Tries to exercise on a fairly regular basis for his health and stress relief Special Training & Orientation Concerns This candidate e2 80 99s shortcomings are inherent to his personality and cannot be easily mitigated by training If he is serious about a possible career in law enforcement, it would serve him well to seek a job as an auxiliary officer in a police agency where he could work on his assertiveness, gain some self-confidence, and experience the discipline and rigor of a paramilitary organization PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Rudauskas submitted a Personal History Form that was accurate, and it contained sufficient information and detail. Moreover, Mr. Rudauskas used proper spelling and grammar on his Personal History Form. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. On both of these exercises, this applicant demonstrated reasonably acceptable writing ability by employing the appropriate grammar and syntax, but not always providing the proper level of pertinent details. A review of his performance on both sections of the Wonderlic Basic Skills Test is encouraging, and it predicts positively for the applicant e2 80 99s ability to learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate exhibits emotional intelligence as evidenced by his empathetic and compassionate personality, and his strong social service background. PART IV Based on our observations and assessment, we evaluate Mr. Rudauskas to be an unacceptable applicant for the position in question. Unlike many candidates rejected for law enforcement roles, Mr. Rudauskas is not a person who will abuse his power and authority. To the contrary, he will struggle to assert himself in a position of authority. Tentative and plagued by admitted periods of self-doubt, Mr. Rudauskas strikes us as a poor fit for a career in law enforcement. His background is primarily in the field of social services, which strikes us as a much better match for his aptitudes and abilities. According to the candidate, he originally went to college to study criminology and sociology. Once Mr. Rudauskas began taking courses, he shifted his interests towards the social services. However, after having worked in a couple of positions in the social services, he has become disillusioned about the profession, and now, he is seeking to examine his options in a field related to criminology, namely law enforcement. Because Mr. Rudauskas is quite bright, as shown in Part III of this report, he has probably managed to place high on entry-level police examinations. Nevertheless, book-smarts are not enough to qualify this person for becoming a sworn, municipal police officer. If this individual is truly serious about a career in law enforcement, he would benefit from experience he could gain serving in an auxiliary role, such as a community service officer. This type of role would allow him some time to work on his assertiveness and self-confidence e2 80 93 two deficits highlighted in this report. Thus, in light of our many stated concerns and reservations, we would not recommend that Mr. Rudauskas be given an offer to work as a Police Officer for the Village of Schaumburg. SAL"', 'b"INDIVIDUAL ASSESSMENT Kenneth Ruff Village of Arlington Heights USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kenneth Ruff Position: Police Officer Age: 35 Department: Police Department Date: March 8, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut, well-groomed personal appearance Neatly attired for his appointment at our office, wearing a dress shirt and tie Experienced police officer, who comes across as confident and self-assured Will project a credible police presence While not overly friendly and outgoing, he will, nonetheless, be perceived as acceptably approachable by the members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Straightforward and direct in his dealings with his peers Despite being exposed to horrific situations, he remains a reasonably positive person As such, he will not be prone to complaining nor be susceptible to disgruntled officers in the department With above average needs for control, the applicant admits that he often does most of the talking in a conversation with another person Regardless, we observed him to demonstrate acceptable listening skills Possesses above average needs for recognition; will seek the praise and appreciation of his peers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Prefers a job where he can stay active and interact with a wide range of people Has found it rewarding being able to assist those in need of help and assistance Enjoys being able to bond with his fellow police officers over serving the greater good His military service and job with Chicago PD not only reflect his commitment to public service, but also have motivated him by satisfying his needs for excitement The stable nature of police work in terms of the field e2 80 99s financial security has its appeal to the applicant JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Has been serving as a police officer on the street with the Chicago Police Department since November of 2014 Also in 2014 completed the police training academy offered through CPD Assigned to the 9th District with the Chicago Police Department, where he patrols several high-crime areas Has served in the U.S. Army, primarily in war zones in Afghanistan where he worked as a senior interrogator Most of his military experience has centered on intelligence gathering activities WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Takes his duties and responsibilities seriously With above average needs for variety and excitement, he might show some selective motivation in terms of seeking more interesting assignments within the department Rates relatively high on our measures of conscientiousness Not especially ambitious about moving high up in rank within the department, but we do anticipate that he will apply for a supervisory role once he is eligible For example, upon his honorable discharge from the U.S. Army in April of 2012, he held the rank of sergeant or E-5 RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Has worked well with military and paramilitary settings Reports no terminations or disciplinary actions against him at any past or present place of work While he resists being micromanaged and prizes his freedom and autonomy, he does appreciate a supervisor who is able to answer his questions and provide assistance when needed Because of his past experience with the Chicago PD, the applicant appreciates working for superiors who are neither cynical nor jaded ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Exposure to criminal acts and dangerous situations with the Chicago Police Department will unlikely be replicated working for a suburban law enforcement agency Most of his traffic stops have involved stopping e2 80 9cstreet racers e2 80 9d who literally terrorize the streets of the offenders e2 80 99 neighborhoods According to the candidate, he handles at least two domestic disputes per shift This individual approaches dangerous situations with both calm and caution We believe he will be able to apply his lessons of experience going forward in his career LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Older than most entry-level candidates at age 35, this person has already served his country and been employed by a large municipal police agency Married with two children, ages three and six-months Currently resides in the City of Chicago due to departmental residency requirements Although the applicant has a sizeable mortgage of around $300,000, car loans, and minimal student debt, he has managed his financial affairs in a responsible fashion We anticipate the applicant will hold himself accountable for his actions and not seek to make excuses for his mistakes OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Not leaving CPD due to the pressure or stress of the job, although he has witnessed horrific crimes during his time there In his behalf, he has been able to cope with these gruesome incidents, although the applicant admits that having young children of his own makes it harder Spending time with his children is a major source of stress relief for the applicant To decompress, candidate plays on-line videogames with several of his buddies from the military, and spends time following Chicago e2 80 99s professional sports teams Special Training & Orientation Concerns Honest and straightforward feedback on his performance; no beating around the bush Encouragement to return to college to complete his degree so as to be eligible for promotion, should he decide to pursue a supervisory position at the agency PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Ruff provided an extensive amount of information and detail regarding his duties and experience while serving with the armed forces in Afghanistan. We also administered two other writing samples (one handwritten and the other typed). On the handwritten exercise, he printed very neatly. Furthermore, on each of the written exercises, this applicant demonstrated excellent writing ability. In particular, the candidate was attentive to the important details and Mr. Ruff wrote in clear, definitive, and complete sentences, while using proper grammar and syntax. As a result of these observations, we expect Mr. Ruff to produce quality police reports as well as handle paperwork in a competent and efficient fashion. The above-reported test scores bode well for Mr. Ruff e2 80 99s overall cognitive mental ability. Besides possessing the proper thinking skills to perform the position in question, we believe that Mr. Ruff is capable of showing empathy and understanding for others. These latter qualities predict positively for the applicant e2 80 99s emotional intelligence. PART IV Based on our observations and assessment, we evaluate Mr. Ruff to be an acceptable applicant for the position in question. The Village of Arlington Heights has the opportunity to gain an experienced officer from a large metropolitan agency, Chicago Police Department. The candidate claims he is looking to relocate from the City of Chicago, but the residency requirements set forth by the Chicago Police Department make it impossible for Mr. Ruff to move to the suburbs and still work for his present employer. Prior to joining the Chicago Police Department, Mr. Ruff served in the military. Over the course of his time in the U.S. Army and with military contractors, Mr. Ruff experienced four deployments, primarily to Afghanistan, but he did spend three months in Iraq. All told, Mr. Ruff was stationed overseas in hostile, war zone environments for 40 months. Between what he saw and experienced with the military as well as during his time with the Chicago Police Department, he is more than well-prepared for the position in question. During his assignment to the Chicago Police Department e2 80 99s 9th District, he has dealt with a wide range of incidents. We were pleasantly surprised that Mr. Ruff has not become jaded or cynical toward the public or the police in spite of his past experiences. In sum, we think that he will bring both perspective and experience to the job. Therefore, in light of our overall favorable review, we would recommend that Mr. Ruff be given an offer to work as a Police Officer for the Village of Arlington Heights. SAL"', 'b"INDIVIDUAL ASSESSMENT Brandon Runkel Algonquin-Lake in the Hills FPD USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. 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In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Brandon Runkel Position: Firefighter Age: 29 Department: Fire Department Date: April 11, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and congenial presentation Somewhat nervous initially, but came across as straightforward, well-spoken, and sincere Conducted himself in a mature and respectful manner throughout his time at our offices Will be viewed as an approachable and capable firefighter by citizens of the District INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and very approachable person who can probably get along with just about anyone High needs for inclusion and acceptance from others Comfortable in most social situations; inoffensive, mild-mannered, and approachable Background in competitive sports; should prove to be a collaborative team player PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: With his mother and older brother both being registered nurses, this individual was raised with a healthy respect for serving others Rates high on our measures of altruism Self-esteem enhanced when he is able to make a positive impact on the lives of others Also drawn to the activity, variety, and mental and physical challenges involved in a fire service career Will be respectful and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Reports being one course short of obtaining his associate e2 80 99s degree in liberal arts Licensed as a paramedic in 2013; completed his ride time with the Streamwood FD Certified as a Basic Operations Firefighter; in-house academy at the Bartlett FPD Candidate has been working in a part-time capacity for the Burlington FPD for the past six years Hired as a contract paramedic assigned to Bartlett FPD in July of 2016; primary role is on the ambulance, but able to respond to fire suppression calls when necessary WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates above average on our measures of conscientiousness Serious about his duties and responsibilities Stated that he approaches each day as if he were still on probation; likes to remain busy and productive Will strive to meet or exceed departmental performance standards consistently Reliable, dependable, and competent in his basic work habits RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Healthy respect for those in positions of authority including his parents, mentors, and previous bosses and supervisors Will be respectful and accommodating in his interactions with superiors Follows the rules and does what is expected of him with a positive attitude Expected to adhere to established policies and SOG e2 80 99s No disciplinary actions or terminations throughout his entire employment history ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Confident, well-prepared, and even-keeled in his approach to emergencies and critical situations Will take the lead in areas within his range of competence and expertise Otherwise he will be reliant upon the guidance and direction of his Lieutenants and incident commanders Probably possesses a very good bedside manner with patients and victims of fires and tragedies We believe that this candidate e2 80 99s effectiveness along this dimension will continue to develop with continued training and experience LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far For the most part, he was able to acknowledge his own contribution to problems and setbacks when they occurred Endured a significant emotionally troubling time during his teen years with the premature death of his father Over the next several years there were some bumps in the road which were manifest in some brushes with law enforcement and two incidents of poor judgment with his alcohol consumption Purchased a townhouse three years ago; devoted father to his two-year-old daughter Will hold himself accountable for his actions on and off the job OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-keeled, and relatively well-adjusted Not easily rattled or angered Does not seem prone toward prolonged periods of worry or depression Applicant has been able to cope adaptively to the more traumatic and gruesome aspects of fire service life Supportive base of family and a handful of close and trusted friends Gregarious and engaging individuals like this candidate will find the most support and reassurance by talking things out after troubling calls for service with his peers Special Training, Orientation & Concerns We realize that this individual is coming into the position with some background concerns, however, there have been no indications of alcohol-related issues at previous employers and we suspect most of his bosses view him as reliable, dependable, and trustworthy. This candidate already knows what will be expected of him as a probationary firefighter, and we believe he will approach this long sought opportunity with his best foot forward. No significant concerns or reservations about this applicant e2 80 99s capacity to perform the essential job functions effectively. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Runkel provided a neatly typed account of his personal and professional background which was appropriately detailed and thorough. We also administered two other written exercises to this individual in which he demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. Mr. Runkel acknowledged that his report writing has improved considerably over the years, as he apparently had some difficulty switching from first to third person in his reports. We do not believe that will be a problem for him at this point in his career. Overall, we evaluate Mr. Runkel to possess average mental ability. This assertion is supported by his academic and occupational accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. Mr. Runkel obtained average grades throughout high school and college, and we suspect that he did not always apply himself as diligently as he could have in formal classroom environments. Coupled with the tragic death of his father during his sophomore year in high school, Mr. Runkel was understandably distracted and unfocused for some time. During his high school years, he was a two-sport athlete and he also worked part-time. Mr. Runkel attended Elgin Community College from 2008 to 2011 while working part-time. To date, he remains one class short of obtaining his associate e2 80 99s degree. We were a bit curious regarding his reason for not finishing that last class over the past eight years, and he said that he has been focusing on his career development and certifications instead. All things considered, Mr. Runkel has already mastered the essential information and skills required of an entry-level firefighter based upon his qualifications and experience. PART IV The youngest of three children, Mr. Runkel was born, raised, and continues to reside in Elgin where he attended local public schools. One of the most significant events in his life occurred when he was a sophomore in high school when his father passed away rather suddenly, which caused him to withdraw from his extracurricular activities in high school and interfered with his focus. With the support and reassurance of his mother and extended family, this individual was able to cope adaptively since that time despite some bumps in the road. In this regard, Mr. Runkel was involved in some teenage hijinks and exercised poor judgment wherein he reportedly stole a shirt at a mall at the age of 14, and was cited for a zero tolerance ticket for possessing alcohol at the age of 16 which caused his driving privileges to be suspended for 90 days. A couple of years later, Mr. Runkel was charged with DUI in 2011 at the age of 20 driving a friend home from his house, but did not have his license suspended. Instead, he did have to pay a fine and attend alcohol treatment and victim panel courses instead. Mr. Runkel also admitted to trying marijuana about five times while he was in high school. Over the past couple of years, Mr. Runkel e2 80 99s consumption of alcohol has decreased significantly and now reports consuming alcohol about six or seven times within the past years. Mr. Runkel expressed regret and remorse for his previous infractions and questionable judgment. On his behalf, this applicant has been consistently employed in some capacity, accomplished established occupational goals, and has never been the recipient of any type of disciplinary action. In addition, he purchased his own townhouse three years ago, manages his finances appropriately, and is now the proud father of a two-year-old daughter, which we believe has propelled him to become more serious about his conduct and maturity. In summation, we believe he has learned from his mistakes and has turned a corner in his life which will culminate in his longtime pursuit of a full-time position with a highly regarded fire department. Based on our observations and assessment, we evaluate Mr. Runkel to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a full-time firefighter. As mentioned in Part II of this report, Mr. Runkel is a positive, hardworking individual who should be able to comfortably integrate among his shift-mates and District personnel rather quickly. In light of our review, we would recommend that Mr. Runkel be given an offer to work as a Full-Time Firefighter for the Algonquin-Lake in the Hills Fire Protection District. JWB"', 'b"INDIVIDUAL ASSESSMENT Tay Sanchez City of Zion USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. 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Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Tay Sanchez Position: Police Officer Age: 27 Department: Police Department Date: November 8, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Assessment materials completed six days before his appointment at our office Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Punctual and well-prepared; came with copies of degrees and letters of recommendation Appropriately attired in a suit and tie for his appointment at our office Projects a credible police presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Offers an easy smile Good-natured disposition Will be seen as friendly and likeable by his fellow officers at the agency as well as by the members of the community at large Articulate with his words; communicates effectively with others He enhances his credibility when speaking by offering specific examples to make a point Will be open and honest in his dealings with people Overall, rates high on our measures of extraversion as well as agreeableness PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Brings a strong community service outlook to the job Wants to make a positive impact on the lives of other people As a young person, he experienced police officers making a valuable impact on his direction in life, and he wants to return the favor to other, at-risk youth Scored very high on our measures of altruism Moderately high needs for excitement; looks forward to the variety associated with this line of work He is looking for a job in law enforcement where he can make a difference along with a place where he can feel welcomed and like part of a family JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: A.A. degree in criminal justice from the College of Lake County B.A. degree in justice studies from Northeastern Illinois University Has served as a foreman for several years at a structural restoration company, where he has had to discipline employees for violations of the work rules Since August of this year, he has been serving in the capacity of an Executive Director for Facilities for a community action partnership, responsible for logistics of the facilities, including safety protocols and maintenance activities WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: The four years this person served with Atlas Restoration from May of 2015 until June of this year speaks to his loyalty and dedication to his employer Versatile and flexible work attitude, which on occasion, has caused the candidate to be accused of being too accommodating Able to balance his time between attending school and working full-time Rates high on our measures of conscientiousness, especially his need to achieve and advance in responsibility RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Accepts authority and does not seek to push back against his superiors Reports no terminations at any previous place of work Disciplined around four years ago along with the rest of his fellow workers at Atlas Restoration, when according to the candidate, his boss went on a e2 80 9crant e2 80 9d about his employees Nevertheless, he respects a boss who will hold everyone accountable At the same time, the applicant appreciates being recognized for his efforts Responds well to honest and straightforward feedback ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: In his capacity as an Executive Director for Facilities for a community action partnership, the candidate has faced resistance from various individuals For example, the community Director of Head Start has demanded a great deal of the applicant, who according to the candidate, acts with a sense of entitlement Regardless, this person treats everyone with dignity and respect, no matter how abusive the person might act towards him The fact that he is fully bilingual will be an asset to dealing with the members of the Hispanic community On the other hand, his highly accommodating attitude might predict for leniency in his administration of routine traffic laws and city ordinances LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Accepts responsibility for his actions; unlikely to make excuses for his behavior Reports no arrests and only being exposed to marijuana smoke, but never using the substance itself Rarely consumes alcohol At present this person resides at home with his parents along with a sister and an aunt Has been involved in a two and half year relationship He is fiscally responsible, having no debt of any kind, having recently paid off his car loan OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Acknowledges that getting through school was a struggle, but to the candidate e2 80 99s credit, he persevered Has a solid support network of family and friends No harmful habits that would impede his ability to perform his job duties The candidate claims to consume alcohol in moderation To help relieve tension and stress in his life, he enjoys playing and following sports, in paticular football, basketball, and baseball The applicant also exercises between three and four times a week which should help manage stress Special Training & Orientation Concerns Frank feedback aimed at helping him learn from his mistakes Coaching on tempering his accommodating attitude so as not to be overly lenient in the administration of his enforcement duties By his own admission, he could do a better job in developing his conflict resolution skills PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Sanchez submitted a Personal History Form that was accurate as well as containing sufficient detail and information. In addition, the applicant made use of proper spelling and grammar on this particular form. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career in law enforcement. On both of these exercises, this applicant demonstrated acceptable writing ability in terms of employing the appropriate grammar and syntax along with providing the pertinent amount of details. The above-reported scores on the Wonderlic Basic Skills Test are not surprising since Mr. Sanchez admits that he was never much of a student. We suspect that he was selectively motivated in the classroom, and now that he has found a line of work that he enjoys, he will muster more effort to learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate exhibits empathy for others, which is a major component of emotional intelligence. PART IV Based on our observations and assessment, we evaluate Mr. Sanchez to be an acceptable applicant for the position in question. There is clearly a lot to like about this cheerful and good-natured individual. Able to project a credible police presence, this person will be focused on the community service aspects of the job in question as opposed to seeing his role as all about enforcing the law. In fact, if Mr. Sanchez has an area for further development, we suspect that he might be perceived as too lenient in his administration of routine traffic laws and other city ordinances. On the other hand, when it comes to preventing crime and providing reliable back-up to his fellow officers in need of assistance, we have no qualms about the applicant e2 80 99s ability to act capably in emergency situations. Already experienced in dealing with community relations along with the ability to converse in Spanish, we think that Mr. Sanchez will be an asset to the Department. The candidate claims that as a youngster growing up in the community in neighboring Waukegan, Illinois, Mr. Sanchez came to respect the role of the police. As a result, he wants to replicate the experience for other youngsters, and in particular, those who might be at risk. Regardless, with frank feedback and good coaching we see the candidate as a contributor to the agency. Therefore, in light of our overall favorable review, we would recommend that Mr. Sanchez be given an offer to work as a Police Officer for the City of Zion. SAL"', 'b"INDIVIDUAL ASSESSMENT Sean Sarhage Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Sean Sarhage Position: Firefighter Age: 27 Department: Fire Department Date: January 8, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Tends to move and talk rather quickly; eager and enthused about the position in question Came across as socially adept, confident, and straightforward Sincere and amiable in his demeanor Overall, rather down-to-earth with no observable pretenses This individual is an extrovert who will not have difficulty initiating interaction with coworkers and citizens Agreeable and good-natured in his interpersonal style Even-keeled and even-tempered; generally upbeat and positive Background in competitive sports and group projects; a collaborative team player Likeable young man who should be able to fit in comfortably with his peers and superiors PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Should be able to project a capable and approachable presence to citizens Will be professional and respectful in his interactions with the public Raised with the importance of community service work by his parents Involved himself with a service fraternity during his college years which provided assistance to local charities and community projects Rates high on our measures of altruism Also drawn to the variety, activity, and proud tradition of the fire service Cites the pay and benefits associated with this line of work as also very appealing Finally, having an opportunity to network with firefighter/paramedics from other departments during training drills is another attraction to the fire service JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Participated on many ride-alongs with his father with the Chicago Fire Department over the years Bachelor e2 80 99s degree in engineering technology from Illinois State in 2015 Completed his EMT-B certification in 2017 through South Suburban College Ingalls Memorial Hospital Earned his paramedic e2 80 99s license in 2019 also through South Suburban College Ingalls Memorial Hospital B.O.F. awarded in 2018 by the south suburban MABAS Fire Academy Since September of 2018, this person has been employed as a firefighter by the Tinley Park Fire Department In addition to possessing relevant work and like experience, the applicant is appropriately mature Introspective and realistic individual who was able to evaluate his strengths and weaknesses in an objective manner Talked about some of the regrets and disappointments he has had in his life thus far Expected to hold himself accountable for his actions and decisions in his personal and professional life No illegal drug use; denied any brushes with law enforcement other than an open alcohol container citation in college WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness Takes his duties and responsibilities seriously Prides himself on his efficiency and time management; all of his testing materials and documentation were clear and organized Reliable, dependable, and competent in his basic work habits Relatively high needs for achievement; will strive to earn the respect and trust of his superiors through his efforts on the job Beginning with his parents, the applicant has had positive relationships with most of the authority figures in his life Polite and respectful in his interactions with his superiors Compliant, upbeat, and accommodating; eager to learn Open-minded and receptive to new ideas and constructive criticism Follows the rules; will adhere to departmental policies and procedures COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Experienced fire medic who has dealt with a wide range of emergencies and trauma, including fatalities from suicides and cardiac arrests Should be able to cope with the more traumatic and gruesome aspects of life in the fire service Confident, smart, and energetic; above average problem-solving skills Should be able to retain his poise and composure under pressure Stable, level-headed, and well-adjusted; not easily angered or frustrated Will rely on the direction and guidance of his lieutenants and incident commanders at this point in his career With additional training and further experience, we believe this applicant e2 80 99s skills in this area will continue to improve over time Tends to be analytical and introspective when faced with challenges or obstacles, then acts Supportive base of family and many close friends Enjoys several social and recreational interests that he finds enjoyable and relaxing Talkative and engaging individuals like this applicant will find the most support and reassurance by talking things out with his shift-mates after stressful calls for service Special Training, Orientation & Concerns Patient but firm supervision Honest and straightforward feedback on his job performance PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Sarhage submitted a Personal History Form that was accurate and contained sufficient information and detail. Mr. Sarhage also did a nice job of using proper spelling and grammar on his Personal History Form. In addition, we administered another writing sample, which included a discussion of both a highlight and a setback during the applicant e2 80 99s career. On this exercise, this applicant demonstrated acceptable writing ability. For example, he employed appropriate grammar and syntax. We were also impressed with the applicant e2 80 99s ability to provide the pertinent details. Our observations about Mr. Sarhage e2 80 99s written communication skills predict positively for handling the paperwork and report writing piece of the position in question as it pertains to recovering EMS expenses. Finally, the above reported scores by Mr. Sarhage on the Wonderlic Basic Skills Test are encouraging for his continued growth and development in the fire service and EMS. All things considered, the candidate has the ability to master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Sarhage to be an acceptable applicant for the position in question as he received either e2 80 9cacceptable e2 80 9d or e2 80 9cstrong e2 80 9d ratings on all of the key dimensions connected with success for the position in question. Mr. Sarhage is the second of three children who was born, raised, and continues to reside on Chicago e2 80 99s southwest side. With this father being a career firefighter with the Chicago Fire Department, his neighborhood was filled with firefighters and police officers due to Chicago e2 80 99s residency requirement. As such, Mr. Sarhage said he literally grew up around the fire service and often accompanied his father on ride-alongs over the years. According to Mr. Sarhage, his desire was to obtain his associate e2 80 99s degree in fire science and to quickly follow in his father e2 80 99s footsteps after graduating from high school. However, he heeded his parents e2 80 99 advice to obtain a bachelor e2 80 99s degree in a different vocational area as a e2 80 9cback-up plan. e2 80 9d A mechanically and technologically-inclined individual, Mr. Sarhage went on to obtain a degree in engineering technology, which he enjoyed very much. At present, this person appears to be performing his job with the Tinley Park Fire Department in good standing. A bright and energetic individual, this candidate is expected to catch on rather quickly to his new surroundings. Therefore, in light of our favorable review of his personality characteristics, background experience, and work history to date, we would recommend that Mr. Sarhage be given an offer to work as a Firefighter for the Village of Schaumburg, Illinois. SAL"', 'b"INDIVIDUAL ASSESSMENT Sean Sarhage Village of Tinley Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for several years. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Sean Sarhage Position: Part-Time Firefighter Age: 24 Department: Fire Department Date: June 26, 2017 School Degree Year Graduated GPA Brother Rice High School H.S. Diploma 2011 3.50 Illinois State University B.S. Degree 2015 3.40 Recent Employment Position Dates SMC Corporation Machinery Parts Sales 7/15 - present F.E. Moran Fire Protection Design Intern 2014 - 2015 Oak Lawn Ice Arena Skating Guard 2009 - 2010 Licensures & Certifications Where Earned Dates EMT-B Ingalls Memorial Hospital 2017 Military Branch Service Years Highest Rank Terminal Rank Type of Discharge Did not serve Father e2 80 99s Occupation Mother e2 80 99s Occupation Birth Order Childhood Residence Fire Engineer Business Development Executive Second of three Chicago, IL Professional and Civic Affiliations Hobbies and Interests None reported Hockey History Exercise PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and attired in a dress shirt and tie; professional and energetic presentation Tends to move and talk rather quickly; eager and enthused about the position in question Came across as socially adept, confident, and straightforward Sincere and amiable in his demeanor Should be able to project a capable and approachable presence to citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: This individual is an extrovert who will not have difficulty initiating interaction with coworkers and citizens Agreeable and good-natured in his interpersonal style Even-keeled and even-tempered; generally upbeat and positive Background in competitive sports and group projects; collaborative team player Likeable young man who should be able to fit in comfortably with his peers and superiors PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Raised with the importance of community service work by his parents Involved himself with a service fraternity during his college years which provided assistance to local charities and community projects Rates high on our measures of altruism Also drawn to the variety, activity, and proud tradition of the fire service Will be professional and respectful in his interactions with the public JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in engineering technology from Illinois State in 2015 Recently completed his EMT-B certification through Ingalls Memorial Hospital Participated on many ride-alongs with his father with the Chicago FD over the years Employed as machinery parts salesman for the past year Interned for a sprinkler design company for about a year No direct experience in handling urgent or critical situations Applicant has not taken any fire science coursework to date WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of conscientiousness Takes his duties and responsibilities seriously Prides himself on his efficiency and time management; all of his testing materials and documentation were clear and organized Reliable, dependable, and competent in his basic work habits Relatively high needs for achievement; will strive to earn the respect and trust of his superiors through his efforts on the job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, the applicant has had positive relationships with most of the authority figures in his life Polite and respectful in his interactions with his superiors Compliant, upbeat, and accommodating; eager to learn Open-minded and receptive to new ideas and constructive criticism Follows the rules; will adhere to departmental policies and procedures ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Although he has had some observational time with ride-alongs, applicant has not had any direct experience in dealing with urgent or critical situations as of yet Confident, smart, and energetic; above average problem-solving skills Should be able to retain his poise and composure under pressure Will rely on the direction and guidance of his Lieutenants and incident commanders at this point in his career With the proper training and further experience, we believe this applicant e2 80 99s skills in this area will gradually improve over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Introspective and realistic individual who was able to evaluate his strengths and weaknesses in an objective manner Talked about some of the regrets and disappointments he has had in his life thus far Expected to hold himself accountable for his actions and decisions in his personal and professional life No illegal drug use; denied any brushes with law enforcement other than an open alcohol container citation in college Still resides with parents, but has taken some steps to establish himself as an independent and autonomous adult OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted; not easily angered or frustrated Tends to be analytical and introspective when faced with challenges or obstacles, then takes action Should be able to cope with the more traumatic and gruesome aspects of life in the fire service Supportive base of family and many close friends Enjoys several social and recreational interests that he finds enjoyable Talkative and engaging individuals like this applicant will find the most support and reassurance by talking things out with his shift-mates after stressful calls for service Special Training, Orientation & Concerns Candidate is very green with respect to direct fire service experience. Nevertheless, he has a realistic perception of what will be required of him in this line of work. While he may appear to be rather antsy and eager early on during his orientation, a bit of patience and reassurance on the part of his supervisors will go a long way in mentoring and guiding this candidate. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Firefighters BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Sarhage submitted a neatly typed account of his personal and professional background which included ample details and a degree of elaboration whenever it was necessary. Coupled with some of his other writing samples, this individual has the ability to express himself in complete and coherent sentences, and he understands the principles of proper grammar, syntax, and punctuation. While may be a bit averse to paperwork (by his own admission), this conscientious individual should be able to produce professional reports and documentation as a firefighter. Overall, we evaluate Mr. Sarhage to possess above average mental ability. This assertion is supported by his grades throughout high school and college, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. Mr. Sarhage e2 80 99s below average performance on our standardized test of critical thinking is puzzling, as this mechanically and technologically inclined individual has designed and built functional robots, and his responses to questions regarding novel and ambiguous situations during his interview were logical and rational. Mr. Sarhage obtained his bachelor e2 80 99s degree in engineering technology from Illinois State University in 2015, graduating with a respectable 3.40 GPA. All things considered, Mr. Sarhage is not expected to encounter difficulty mastering the essential information and skills required of a firefighter. PART IV Mr. Sarhage is the second of three children who was born, raised, and continues to reside on Chicago e2 80 99s southwest side where he attended local parochial schools. With this father being a career firefighter with the Chicago Fire Department, his neighborhood was filled with City of Chicago firefighters and police officers due to Chicago e2 80 99s residency requirement. As such, Mr. Sarhage said he literally grew up around the fire service, and often accompanied his father on ride-alongs over the years. According to Mr. Sarhage, his desire was to obtain his associate e2 80 99s degree in fire science and to quickly follow in his father e2 80 99s footsteps after graduating from high school. However, he heeded his parents e2 80 99 advice to obtain a bachelor e2 80 99s degree in a different vocational area as a e2 80 9cback-up plan. e2 80 9d A mechanically and technologically-inclined individual, Mr. Sarhage went on to obtain a degree engineering technology, which he enjoyed very much. So much so, that he was involved with the university e2 80 99s robotics club and competed with his classmates at the national level, winning second place in a competition with some of the top engineering schools in the country (Purdue, Kansas State, Illinois, etc.) who were allotted significantly large budgets to create the required robot as part of the competition. Mr. Sarhage and his peers took second place with only $2,000 to work with while the others had $50,000 budgets. Mr. Sarhage was very proud of that accomplishment. We expect Mr. Sarhage to bring with him that same type of resourcefulness, collaboration, and mission orientation to the position of a firefighter. Based on our observations and assessment, we evaluate Mr. Sarhage to be an acceptable applicant for the position in question, as he received either e2 80 9cacceptable e2 80 9d or e2 80 9cstrong e2 80 9d ratings on all of the key dimensions connected with success for the position in question besides his job preparation to date. A bright and energetic individual, this candidate is expected to catch on rather quickly during his academy time and probationary period. In light of our favorable review of his personality characteristics and background, we would recommend that Mr. Sarhage be given an offer to work as a Part-Time Firefighter for the Village of Tinley Park, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Brett Sarnecke Village of South Elgin USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Brett Sarnecke Position: Police Officer Age: 24 Department: Police Department Date: February 14, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed with the exception of his unshaven face, which seems to be in style these days Professionally attired in a business suit and tie Youthful appearance may work against him being perceived as an authoritative figure Energetic and rather talkative; easy to engage in conversation Will be seen as approachable INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Exceptionally outgoing and gregarious Tends to be rather chatty, and even more so when feeling uncomfortable Can provide more information than is either asked or required of him Projects a positive attitude, which predicts positively for contributing to good morale in the department Eager to please people, and wants to be well-liked by his peers Will defer to the experience and expertise of the more senior officers in the agency Will be seen as flexible and responsive to the requests of his fellow police officers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Has enjoyed serving in roles where he has been able to assist others, such as those in sales and customer service Believes that working in the community will be rewarding Appreciates the potential element of surprise associated with police work; looks forward to the variety and excitement of the job Being part of a team with the common goal of serving the public is very appealing to this applicant JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: At one time gave serious thought to a medically-oriented profession, and hence he has experience in EMS and a degree in physical therapy Since committing to a career entirely in law enforcement, he has been working toward his online degree in criminology and criminal justice through Arizona State University Admits he has no practical experience working jobs directly related to law enforcement He has supervised in the past at a retail, sporting goods store Significant customer service experience, also while working in retail store operations WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Conscientious and eager to show others that he can carry his own weight Will be diligent in handling his duties and responsibilities Even though he likes the potential for variety and excitement associated with the job, he will still complete mundane tasks, like paperwork, in a meticulous manner Prides himself on his dependability as he rarely, if ever, calls off sick or tardy for his shift assignment Has been told that he is a good performer by his bosses, but he could do more to master the finer points of his work RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised to show respect for authority; reports no arrests Has never been terminated from any previous place of work His only disciplinary action came during the Christmas season for clowning around at work before customers arrived at his store Responds well to a supervisor who possesses a positive attitude and makes work fun At the same time he understands the need for firm, but fair guidance and direction ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: We rate this individual as marginal for his lack of enforcement experience Given his need to be well-liked, we suspect this individual might show signs of leniency While he has had supervisory responsibility, he has not needed to exercise his authority by coming down hard on employees or discipline them On this dimension, the candidate will likely be a work-in-progress until he gains time and experience on the job LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Despite the observation that this person wants to please people and put his best foot forward, we do not believe that he will be prone to excuse-making in order to save face The applicant offered examples of when he has received critical feedback on his job performance and how he has acted to correct his behavior In short, he will hold himself accountable Although, still residing at home, the candidate is engaged to be married to a young woman who he has known since high school Paid for part of his college education and handles himself in a fiscally responsible fashion OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Unlikely to leave the job prematurely if it is offered to him Applicant acknowledges that he is bothered by seeing harm done to children To reduce tension and stress, he relies on a small group of family and friends for support Applicant also exercises several times a week, and when possible, plays internet videogames with a childhood friend who lives out-of-state Has no harmful habits that would impair his ability to perform the job Rarely consumes alcohol Special Training & Orientation Concerns This rather talkative individual might feel the need to fill the silence when engaged with his fellow officers; a reminder to maintain his composure and listen more than talk might be helpful. An experiential learner, this person will do best when given a chance to observe the more seasoned fellow officers handling difficult calls, like domestic disputes, before operating himself under supervision PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, Mr. Sarnecke took the time to offer accurate and complete information, which predicts positively for handling the paperwork and report writing requirements of the position in question. We also administered two other writing samples (one handwritten and the other typed). On each of these exercises, Mr. Sarnecke demonstrated acceptable writing ability by being attentive to detail, and writing in clear and complete sentences using proper grammar and syntax. The above-reported test results are not reflective of the candidate e2 80 99s true cognitive capabilities. We sense that Mr. Sarnecke is an experiential learner, who profits from observing others as well as the lessons gleaned from his own experiences. Mr. Sarnecke also appears gifted with a high emotional intelligence, as he was raised with moral values such as consideration and respecting other people e2 80 99s feelings and concerns. We observed this trait during our interview with the candidate in his ability to show empathy for others. Overall, we evaluate Mr. Sarnecke to possess the proper thinking skills as they pertain to the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Sarnecke to be an acceptable applicant for the position in question. There is a lot that we like about this alert and eager individual. The candidate claims that his interest in law enforcement stretches back to his childhood. According to the candidate, however, both of his parents pushed him to consider a medically-oriented profession. As a result, he has worked in the field of EMS as a Medicar Driver as well as a physical therapist, where he is currently employed with TI Physical Therapy. Mr. Sarnecke has always enjoyed being part of a team with a common goal. For example, he played high school sports and took them very seriously, before a broken ankle during his senior year ended his hopes for a college football scholarship. Most of this person e2 80 99s work experience has been in retail sales, and in particular, the selling of sporting goods. While Mr. Sarnecke brings to the job a good customer service background, he is light on enforcement experience. Once Mr. Sarnecke has been trained and built up some assertiveness and authoritative bearing, he will likely benefit from extra coaching and guidance on handling potentially volatile citizen encounters, such as domestic disputes. Conscientious, hardworking, and well-intended, this person should prove open to feedback and eager to use constructive criticism to his advantage. Therefore, in light of our overall favorable review, we would recommend that Mr. Sarnecke be given an offer to work as a Police Officer for the Village of South Elgin. SAL"', 'b"INDIVIDUAL ASSESSMENT Adam Schallmoser Palatine Rural Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Adam Schallmoser Position: Firefighter Age: 25 Department: Fire Department Date: January 16, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Struck us as jumpy and excitable when expressing his thoughts Communication leaves little doubt where he stands; not afraid to let people know what is on his mind For example, while working in food services during college the candidate described the students as e2 80 9canimals e2 80 9d in reference to being messy and not cleaning up after themselves On the other hand, the candidate was careful to note that he wants to avoid coming across as e2 80 9ctoo abrasive e2 80 9d or e2 80 9ctoo brash, e2 80 9d especially since he will be new to the department In short, he wants to avoid violating the departments e2 80 9cunwritten rules e2 80 9d In his behalf, this person seems positive and sincere about pursuing a career in the fire service Moderately outgoing and gregarious individual with a background in competitive sports; this person swam in high school Should integrate into the department about as quickly as any new hire PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Seems sincere in wanting to make a positive impact on the community Scored extremely high on our measure of altruism In his free time during high school, this person participated in volunteer work with his Church youth group Sees the fire service as an opportunity to build a sense of pride in himself Drawn to the variety and high degree of activity involved in a career in the fire service and EMS Rates quite high on our measures of excitement-seeking Looks forward to the camaraderie associated with the fire service JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Four year college degree in sociology was aimed at helping him prepare for a career in public safety, as either a police officer or a firefighter; decided on the latter career option during his senior year in college EMT-B in 2017 from Harper College and Northwest Community Hospital Paramedic license in 2019, also from Harper College and Northwest Community Hospital B.O.F. certification in 2019 through NIPSTA Since graduating from the academy sponsored through NIPSTA, this person has only been on the job one month He did, however, do his ride time with the Palatine Fire Department In addition to possessing relevant work and life experience, this candidate is appropriately mature Expected to honor his commitments and obligations No brushes with law enforcement Reports never having used any kind of illegal substance We believe he fully understands the imperative that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Views the fire service and EMS as meaningful work Eager to learn and expand his skill set While generally conscientious, we observed that he missed a few details about the waivers required for the assessment process, and he needed reminding several times to complete these forms properly Active, energetic, and dedicated individual with a strong work ethic Serious about his duties and essential job functions Has had positive relationships with most of the authority figures in his life Applicant has followed the rules throughout most of his life Has never been fired from any previous place of employment However, he was disciplined at his college dining job and felt that the actions taken against him were unfair He might not always be open-minded and receptive to constructive criticism In short, he could be defensive when confronted about behavior that needs changing Moreover, he might not agree with the all of the department e2 80 99s policies and procedures COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Anxious in many ways, handling emergencies and trauma will present a challenge for the candidate By his own admission, the applicant acknowledged that he can be excitable For example, his fellow fire medics have noted that the applicant tends to raise his voice and yell when feeling excitable Because of the stress of the role, this person has shown a tendency to develop tunnel vision and not be attentive to other important cues in his surroundings We are also concerned that the candidate is relatively inexperienced when it comes to emergencies and trauma Along this same line, the applicant admits that the most serious emergency that he has witnessed firsthand was a young woman with slit wrists who was bleeding rather profusely Small but supportive base of family and a couple of close friends Possesses no potentially harmful habits that would impair his performance on the job; for example, he consumes alcohol in moderation Committed to the fire service and unlikely to leave for another line of work Special Training & Orientation Concerns Coaching on how to handle emergencies and trauma in a calm and composed fashion Caution about reacting defensively to constructive feedback PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Schallmoser submitted a Personal History Form that was accurate, but not particularly detailed. In his behalf, Mr. Schallmoser took steps to use proper spelling and grammar on his Personal History Form. We also administered another writing sample, which included a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. On this exercise, this applicant demonstrated acceptable writing ability. Specifically, Mr. Schallmoser used the appropriate grammar and syntax, and he did a reasonably effective job of providing the pertinent details. The score recorded by Mr. Schallmoser on his Wonderlic Basic Skills Test is encouraging and predictive of positive outcomes on the job. All things considered, the candidate has the ability to both learn and master the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. In the case of this candidate, we did not observe him to be especially emotionally intelligent, but with the proper coaching and guidance, he might be capable of acquiring it. PART IV Based on our observations and assessment, we evaluate Mr. Schallmoser to be a marginally acceptable applicant for the position in question, largely because of our concerns about his composure at the scene of an accident or an emergency. While our findings based on Mr. Schallmoser e2 80 99s self-report lead us to conclude that the candidate is not yet ready for the position in question, we have received information from the command staff at the hiring department that contradicts our findings. More specifically, the command staff has been made aware through reference checks that Mr. Schallmoser has performed acceptably under pressure during emergency situations. The references are from his present department and others who have had contact with Mr. Schallmoser under emergency conditions. Our conclusions, however, are based on the applicant e2 80 99s admission that his fellow firefighter/paramedics have described him as e2 80 9cloud, e2 80 9d e2 80 9cexcitable, e2 80 9d and given to e2 80 9cyelling e2 80 9d at the scene of an emergency. Clearly, his statements are at variance with those of the references that were offered on Mr. Schallmoser. There are a couple of ways to resolve the issue. One suggestion would be to re-interview Mr. Schallmoser by the command staff in order to discuss the topic further and get to the bottom of the contradictory findings to help allay these concerns. Another suggestion might be to proceed with Mr. Schallmoser e2 80 99s hiring and carefully monitor his progress during his probationary period to see how he fares. Afterall, there is a lot we like about Mr. Schallmoser e2 80 99s candidacy. He is positive and sincere, mature, and wants to be proud of the work he does. Active and energetic, with a strong work ethic, he scored well on several of the dimensions connected with success as a firefighter. While we would be reluctant to recommend that Mr. Schallmoser be given an offer to work as a Firefighter for the Palatine Rural Fire Protection District because of the concerns over his composure, the command staff might be willing to override our concerns and give the applicant a chance to perform the job. SAL"', 'b"INDIVIDUAL ASSESSMENT Blake Schwarz City of DeKalb USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Blake Schwarz Position: Police Officer Age: 22 Department: Police Department Date: June 5, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a suit and tie and well-groomed for his appointment at our office Stiff, monotone communication style; will be seen as impersonal and less than approachable Soft spoken and hard to hear at times Demonstrated awkward mannerisms in the way he expresses himself INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Minimal self-awareness and awareness of others; he will not show much empathy Not likely to find much in common with his fellow officers Struggles to work with others who are e2 80 9cintentionally disobedient e2 80 9d; he needs to improve his abilities to engage in effective conflict resolution Very bothered by injustices; this person will be rigidly fair to those around him Not likely to be viewed as a credible or dependable back-up officer due to his quirky mannerisms, disconnected social style, and inability to employ flexible thinking PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: We suspect that his interest in police work has more to do with improving his sense of who he is and being viewed as an authoritative figure than he would care to admit Was jumped by a group of college students in 2017; when the police responded to the situation, he realized he wanted to become a police officer Wants to be e2 80 9cexpected and respected e2 80 9d in a position of authority Comes across as wanting power and autonomy; he is looking forward to enforcing the laws and deciding how to allocate his time during a day on the job In his behalf, he seems to have genuine respect for the field JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Graduated in 2017 from Sauk Valley Community College with an associate e2 80 99s degree in criminal justice Has not completed an internship or any ride time Earned an assistant manager position in the shipping yard at Menards the second time he applied for it; he is very much enjoying his managerial status Although he has had some beneficial customer service experience working in retail and in the restaurant industry, this applicant has not had direct experience with emergencies WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since high school Punctual and dependable; never late and does not take any sick days, according to him Task-oriented; works well with extremely clear guidelines and expectations Average needs for achievement and competence; will do what is expected of him Motivated by promotions; he takes his managerial responsibilities seriously This dimension is a relative strength for this individual RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Though he will treat those in authority with respect, this candidate will not adapt easily to a paramilitary setting Expects his supervisors to be fair and consistent Has received critical feedback about his inability to change and incorporate flexible thinking skills on the job Received one disciplinary write-up at his current job for arguing with his manager about the schedule; reported no history of terminations Will try to be receptive to criticism, but integrating any critical feedback will be hard for this person ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Disconnected interpersonal style will significantly impact his credibility and capacity to project an authoritative bearing Does not appear to handle ambiguity or moderate amounts of stress or pressure well; will become rigid and inflexible in the face of challenges Inflated sense of his own maturity and capability, which could lead to officer safety issues; views himself in a different way than others will perceive him We do not believe this applicant has a realistic perception of what will be required of him as a police officer in terms of the enforcement aspects of the job LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Lacks social maturity and awareness especially as it pertains to his ability to function capably as a police officer Although he reported some shortcomings, he has not done much to change these areas of deficiency On that note, he will be able to take responsibility for task-oriented, clear-cut mistakes; yet, he will not be able to assume responsibility when a mishap is more complex or related to his interpersonal skills In his behalf, no reported history of arrests, has had only one speeding ticket, and rarely consumes alcohol OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Will become easily riled by stressful or ambiguous situations that police officers face often When he becomes stressed at his current place of work, he seeks clarification Given his highly rigid way of being, this candidate is susceptible to cracking under pressure In his behalf, this person enjoys boxing, ju-jitsu, and spending time with his family members and girlfriend to relax However, overall this applicant is not a very good fit for a law enforcement career, as he will encounter inordinate difficulty dealing with the ambiguity and complicated challenges that he will face in this line of work Special Training & Orientation Concerns We cannot offer any recommendations regarding this applicant e2 80 99s training to improve performance regarding the essential job functions required of a police officer, as he presented with a number of concerns involving his social/emotional functioning, which will not be dramatically changed by specialized training or further education. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Overall, we evaluate Mr. Schwarz to possess above average mental ability. This assertion is based upon his academic grades throughout high school and college, and by his scores on our standardized tests of cognitive ability cited above. Accordingly, he graduated high school with a 3.7/4.0 GPA and earned a 3.6/4.0 GPA from Sauk Valley Community College. With respect to his writing ability, Mr. Schwarz can express himself on paper in clear and coherent sentences that generally contain proper grammar, syntax, and punctuation. While he possesses the intellectual capacity to learn the essential information required for the position in question, this individual e2 80 99s marginal social skills will significantly impede his ability to apply that information in the actual performance of his duties as a police officer. For example, the way he comprehends and communicates information might be quite different from his fellow officers. Rigid and socially awkward with a low tolerance for stress and frustration, we expect this candidate to be quickly overwhelmed during his field training and probationary period. PART IV Based on our observations and assessment, we evaluate Mr. Schwarz to be an unacceptable applicant for the position in question, as he received unfavorable ratings on most of the dimensions connected with success as a police officer. Mr. Schwarz was born and raised in Ashton, Illinois, which he described as a e2 80 9ccornfield e2 80 9d town. When the candidate was born, his biological mother was 15 years old and his biological father was only 13 years old. Mr. Schwarz recalled growing up quickly and playing a big role in raising his younger brother. Although this candidate is not suited to be a police officer, he sure is resilient in some ways, especially pertaining to supporting his family. Rules, structure, and consistency are things that Mr. Schwarz seeks out in his life. This rigid individual seems to have good intentions, but his social and emotional intelligence are not sufficiently developed to deal with the world of law enforcement. Throughout this report, we have documented our many concerns about this applicant e2 80 99s potential to succeed in this line of work, and we anticipate that it will be an exercise in frustration for all concerned to even attempt to remediate some of his longstanding and deeply ingrained personality characteristics. We did not get a definitive sense of this candidate e2 80 99s motivation or rationale for pursuing a law enforcement career other than his frequently repeated desire to exercise authority. From a psychological perspective, we strongly suspect that Mr. Schwarz wants to become a police officer to validate himself and earn the respect of others, which he appears to lack for himself. Along this line, he possesses an inflated sense of his assertiveness, capabilities, and social skills, which will lead to officer safety concerns. Mr. Schwarz has not progressed past his oral interviews with at least two police agencies in the Chicago area recently, and we believe that other evaluators may have noticed his inflexible demeanor. Therefore, in light of our many concerns and reservations, we would recommend that the City of Dekalb take a pass on Mr. Schwarz and continue to search for more suitable candidates to serve as a Police Officer for the Department. ERL/SAL"', 'b"INDIVIDUAL ASSESSMENT Edmond Scott Village of Matteson USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Edmond Scott Position: Police Officer Age: 29 Department: Police Department Date: May 30, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Sloppily attired for his appointment; dressed in an overly casual manner to include a baseball cap Struggled to articulate his thinking even though he quite bright; hence, we sense that he was nervous about the assessment process Comes across as quiet as well as na c3 afve Will fail to project a credible police presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Generally polite and pleasant person Has been shown to be patient and tolerant in his dealings with people in his present job as a certified pharmact technician While able to interact with people, this person is rather private For example, he mentioned that he rarely gets close to his coworkers or establishes strong bonds of frienship with them In sum, he is an introvert who is able to act in an extraverted fashion when required by the demands of his job PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Genuinely wants to help people, and in particular, make an impact in the commmunity Sees himself as able to help change attitudes in the community towards the police While we appreciate his desire to make changes and produce a positive impact, many of his statements reflect a sense of naivete that comes with never having worked in any jobs related to law enforcement Views law enforcement as a profession where he can stay in good physical shape With that said, however, this person has gone out of his way to serve patients in his capacity as a certified pharmact technician Toward that end, he gave examples of assisting frustrated patients who were confused by the myriad of health insurance laws JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Although the applicant has never worked in private security, he reports completing a 40-hour certification program designed for individuals who want to be either armed or unarmed security officers Has no other exposure to law enforcement Claims to be two semesters short of obtaining his A.A. degree in criminal justice; has not yet taken any law enforcement courses as he has only fulfilled his general education requirements thus far His training and job experience have primarily pertained to his employment as a certified pharmacy technician WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Has a responsible occupation as a certified pharmacy technician, deals with processing prescription medications Takes his duties and responsiilities seriously Moreover, he will be helpful when others need his assistance Has had a relatively clean work record, but acknowledged that in 2017 and 2018, he had problems with promptness, resulting in disciplinary actions against him for being tardy for his shift at Advocate South Suburban Hospital The candidate has also been criticized on occasion for not working quickly enough RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Given the length of this person e2 80 99s tenure at his previous places of work, we found no evidence of him clashing with his superiors Lists no terminations throughout his employment history Raised to respect those in positions of authority by both of his parents who stressed good behavior and consideration for all people, regardless of their station in life Because he lacks experience in law enforcement, this person would prefer a supervisor who is patient and understanding Along this same line, the applicant acknowledges that he will require a lot of guidance on how to perform his newly chosen profession in policing ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Has no experience enforcing rules and regulations related to police work In his behalf, he does check ID e2 80 99s for insurance purposes as a certified pharmact technician Admits that multi-tasking is difficult for him; predicting poorly for handling radio calls while attending to other tasks on patrol Our major concern about the candidate is his lack of a police presence due to his quiet and unassertive manner Hence, it is very difficult to envision this person dealing with hazardous situations, like domestic disputes; we believe that he might cause an officer safety hazard LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Has a relatively clean record in terms of problems with law enforcement authorities Admitted to being arrested at age 17 for vandalism after delibately breaking a windshield with a rock Had his driving privileges suspended for carrying an expired insurance card Has demonstrated fairly good employment stability While his attitudes towards law enforcement strikes as na c3 afve, it is because of a lack of exposure to the profession OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: With little preparation for this line of work, it is difficult to predict exactly how this person will function in a police setting Having no exposure to military or paramilitary work settings, the adjustment will be tougher for this person even though he shows a respect for those in positions of authority When faced with obstacles and challenges, such as completing his college degree, the applicant acknowledges that he has felt overwhelmed In fact, he states that the toughest problem in his life has been trying to finish his college degree, which to date is extending into its eleventh year The inevitable multi-tasking demands associated with the job in question will likely prove difficult and overwhelming for this individual Special Training & Orientation Concerns If this candidate is truly serious about changing careers and becoming a police officer, he would do himself and any future departments a service by getting any kind of related, hands-on experience, perhaps as a CSO or some type of part-time or auxiliary position PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s online materials submitted as part of our assessment, Mr. Scott took his time to provide us with a fairly complete overview of his personal and professional history. He did, however, incorrectly list himself as having received both an A.A. degree and a B.S. degree when asked about his college experience. We see this as his misreading our instructions and not an attempt to deliberately deceive us. We also administered two other writing samples (both of which were type written). To the candidate e2 80 99s credit, on these two written exercises, Mr. Scott demonstrated acceptable writing skills. The candidate was generally attentive to most of the important details, and Mr. Scott wrote in clear and complete sentences, using proper grammar and syntax, with just a few minor typos. In light of his strong showing on both portions of the Wonderlic Basic Skills Test, we believe Mr. Scott has the aptitude to handle the paperwork and report writing necessary for the position in question. We also observed Mr. Scott to have empathy for others in his description of a particularly difficult situation while working as a pharmacy technician at a Wal-Mart store. In short, he went out of his way to assist a particularly frustrated and abusive customer who could not access her medications because of her inability to navigate her health insurance forms. Overall, we evaluate Mr. Scott to possess the proper thinking skills in order to perform the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Scott to be a less than acceptable applicant for the position in question. Although there is certainly a lot to like about this person, we do not believe he is ready for the rough and tumble world of law enforcement at this time. Mr. Scott is a caring and concerned individual who has gone out of his way to assist patients and customers in his capacity as a certified pharmacy technician in both his retail position as well as in a hospital setting. On the other hand, we question his overall aptitude for a job in law enforcement. First, he strikes us as na c3 afve, but well-intended. Mr. Scott reports that he has always had an interest in the profession, but he was steered away from it by his mother who feared for his safety. To this point, this person has never performed any kind of work directly related to law enforcement. For example, he has taken a course intended for armed and unarmed private security guards, but never followed up to explore a job in this line of work. All of his work history has been as a certified pharmacy technician. To the candidate e2 80 99s credit, he has done well in this occupational field. At the same time, he has been bothered at his job by having to perform too many tasks at once, which is often at the very essence of performing police work. Finally, with no exposure to paramilitary settings, he really does not know what he will be getting into should he shift careers. In his best interests and those of any future law enforcement agencies considering his candidacy, Mr. Scott would benefit gaining any kind of experience in an auxiliary role, such as being a CSO, or security work, before applying for a full-time, sworn, officer e2 80 99s position. Therefore, in light of our overall cautious review of this candidate, we would not recommend that Mr. Scott be given an offer to work as a Police Officer for the Village of Matteson. SAL"', 'b"INDIVIDUAL ASSESSMENT Dalton Slater Bloomingdale Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Dalton Slater Position: Firefighter Age: 26 Department: Fire Department Date: September 12, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within expressed timelines Punctual for his appointment Clean-cut appearance, marked by his closely-cropped hairstyle Appropriately attired in suit and tie for his appointment at our office INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Composed, polite, and pleasant personality Will show consideration and respect for the more senior firefighter/paramedics in the department Enjoys the idea that the fire service provides the feeling of having a e2 80 9csecond family, e2 80 9d and toward that end, he develops close bonds of friendship with his fellow employees On the other hand, the candidate has received critical feedback from his superiors for socializing too much while on shift In short, he can get carried away joking around with his fellow fire medics PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: This individual originally wanted to work in the trades, but when he saw his father lose his job during the last recession, he decided that he needed a more stable line of work In short, he feels that it is unlikely he would face layoff from the fire service According to the candidate, he has two uncles in the fire service, who influenced his choice of a career Enjoys the sense of self-satisfaction he derives from helping people as opposed to just performing an office job; seeking a job that is fulfilling JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: A.A.S. degree in fire science from McHenry Community College in 2017 EMT-B also from McHenry Community College in 2012 Paramedic in 2017 from McHenry Community College B.O.F. in 2013 from McHenry Community College Was a cadet with the Woodstock Fire Rescue District approximately eight years ago Has spent approximately five years with the McHenry Township Fire Protection District Currently, serving as a firefighter/paramedic with the McHenry Township Fire Protection District WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: This person is eager to please and will do as he is told We strongly suspect his termination from the Fire Cadet Program with the Woodstock Fire Rescue District at age 19, 7 years ago, was a wake-up call to the candidate While it was an unpaid position with the Woodstock Fire Rescue District, it was a traumatic experience from a career point of view Essentially, the applicant fell behind in his training and was not making suitable progress in the eyes of his superior officers in the program At present this person possesses a much more conscientious attitude toward his job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Responds well to supportive supervision Prefers to report to superior officers who lead by example and take a hands-on approach to their jobs Having a supervisor who is able to teach the applicant is also important as he is both eager to learn and please his superiors Other than the above-mentioned incident with the Woodstock Fire Rescue District, this person has never been terminated or disciplined at any place of work ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Over the course of his five years with the McHenry Township Fire Protection District, the candidate has witnessed a fair amount of trauma and medical emergencies Besides being called to handle suicides and other serious incidents, he was on-call when a grisly automobile accident occurred, taking the lives of three young people Even though the accident occurred four years ago, it left an indelible impression on this person Regardless, the applicant views serious emergencies as part of the job His only worry with his present department is knowing one of the victims who he is called to treat, since he was raised in the area LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Reports no arrests at any point in his life Although he has received about seven traffic tickets, his license was never suspended The candidate claims that he has never indulged in the use of any kind of illegal substance Has generally been responsible with his finances, and he has only a mortgage obligation to fulfill At present, he owns a home and lives with his girlfriend of the past four and a half years OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Having set a goal at age 16 to become a member of the fire service, he is unlikely to quit the job in question if it is offered to him Understands the downsides of the fire service and EMS, to include being way from family and friends along with suffering from sleep deprivation Consumes alcohol on a weekly basis and denies drinking to excess when he has to operate a car Engages in a number of active endeavors as his way of relieving tension and stress (e.g., winter sports like snowboarding and snowmobiling, golf, and volleyball) Special Training, Orientation & Concerns Caution about being too social with his fellow firefighters, especially when chores need to be done around the station PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s online materials submitted as part of our assessment, Mr. Slater took his time to provide accurate information. However, his level of detail on his Personal History Form was limited. On the other hand, when he was asked to describe both a highlight and a setback during the course of his career in the fire service and EMS, Mr. Slater gave a much better account in terms of the quality of his writing. Not surprisingly, he offered a lot of detail regarding his unhappy experience with the Woodstock Fire Rescue District. It is also worth noting that Mr. Slater did exceptionally well on the Wonderlic Basic Skills Test, to include the verbal abilities portion of the instrument. In light of our observations regarding his written communication skills, we believe that Mr. Slater will apply himself properly to completing the paperwork and report writing requirements associated with the position in question. We also are impressed with how the applicant has been able to apply the lessons of experience from his time with the Woodstock Fire Rescue District to make sure that he is able to deal adequately with any future problems in the fire service. Overall, we evaluate Mr. Slater to possess the proper thinking skills in order to learn the essential elements of the job in question. PART IV Based on our observations and assessment, we evaluate Mr. Slater to be an acceptable applicant for the position in question. As we noted in Part II of this report, Mr. Slater has harbored a desire to be a firefighter/paramedic since he was in high school at age 16. During the height of the last great recession, Mr. Slater saw his father lose his job due to a lack of work in the trades. It was Mr. Slater e2 80 99s initial desire also to work in the trades, but the need for a steady job was brought home to him by his father e2 80 99s unfortunate situation. To the candidate e2 80 99s credit, he has steadily worked hard to obtain the proper training and job-related experience necessary to work in the fire service and EMS. All of his training and certification occurred under one roof at McHenry Community College. Moreover, the great majority of his work experience has been with the McHenry Township Fire Protection District. Able to learn from a negative experience with the Woodstock Fire Rescue District, Mr. Slater has gone forward in his career being careful not to fall behind in his training or in the development of his skills. We like the applicant e2 80 99s work attitude along with his ability to get along well with his fellow firefighter/paramedics. He very much enjoys the camaraderie and social aspects of the fire service. Therefore, in light of our overall review of this individual, we would recommend that Mr. Slater be given an offer to work as a Firefighter for the Bloomingdale Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Jacob Smith Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jacob Smith Position: Firefighter Age: 23 Department: Fire Department Date: October 11, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and attired in a business suit; cheerful and professional in his presentation Confident, very respectful, and engaging in his demeanor Came across as a bit older than his stated age of 23 in terms of his manner and composure Well-spoken, pleasant, and upbeat in his communication style Will be perceived as a sincere and approachable firefighter and medic by the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and gregarious individual with a large number of close and trusted friends Agreeable, positive, and likable in the way he interacts with others Background in competitive team sports; collaborative and considerate Above average needs for inclusion and acceptance, but will not compromise his morals or ethics in order to fit in From all indications this good-natured and task-focused applicant has already forged positive working relationships with his peers and supervisors at the CFPD PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates very high on our measures of altruism Focused on his sense of purpose and fulfillment in assisting those in need of emergency and customer service assistance Also drawn to the variety, activity, and camaraderie he anticipates in a fire service career long-term Mechanically-inclined individual; technical aspects of the job are very interesting to him Most importantly he will be professional and polite in his interactions with citizens JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: While still in high school, candidate took EMS classes at the Technical Center of Lake County on the campus of the College of Lake County Associate e2 80 99s degree in fire science from CLC in 2015 Earned his EMT-B in 2013 through the College of Lake County and Vista Hospital; licensed as a paramedic in 2017 Holds certifications as a BOF, FAE, and Firefighter-Advanced (recently obtained) Employed as a contract firefighter and medic assigned to the Countryside FPD since June of 2015 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Rates very high on our measures of conscientiousness Serious about his duties and responsibilities (personally and professionally) Enthusiastic, positive, and energetic in his work habits Highly reliable, punctual, and rarely misses a day of work; perfect attendance in high school May not call much attention to himself, but will make it a point to meet or exceed departmental performance standards on a consistent basis High needs for achievement and competence; very focused on the quality and effectiveness of his work RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents this individual has had positive and rewarding relationships with nearly all of the authority figures in his life Will be respectful, accommodating, and compliant in his interactions with his superiors Follows the rules; will adhere to departmental policies and procedures Supervisors will like his competence and e2 80 9ccan do e2 80 9d attitude Open-minded and eager to learn; will appreciate constructive criticism ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Over the past three years as a contract fire-medic with the CFPD, this applicant e2 80 99s exposure to traumatic and urgent calls has increased significantly Serious, dutiful, and well-prepared; applicant has comported himself very well under pressure thus far (at least in his opinion) Increasingly confident but well aware of his limitations and developmental needs Will step up and take charge within areas of his level of competence and expertise With continued training and experience we expect this dimension to ultimately become a strength for this candidate LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: It is not often that we evaluate 23-year-old applicants for public safety roles as e2 80 9cstrong e2 80 9d on this dimension; however this individual is an exception Raised with a healthy set of values and a strong moral compass Hardworking individual who began assuming responsibility for his decisions and actions at an early age No brushes with law enforcement; never experimented with illicit substances Will honor his commitments and obligations; involved in a committed relationship for the past four years OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and well-adjusted young man who is not easily angered or rattled Not inclined toward prolonged periods of anxiety or depression Tends to roll with the punches when faced with adversity and frustration Supportive base of family and a wide circle of close friends Enjoys several adventurous and recreational outlets which help him cope with job-related tension and stress Will also seek out the support of more experienced and trusted coworkers after troubling calls for service Special Training, Orientation & Concerns From a psychological perspective we see none. The CFPD is in a much better position to evaluate this candidate e2 80 99s developmental needs at this point in his career. If anything, we would advise that the department track this candidate e2 80 99s potential for a leadership role at some point in his career and provide him with some supervisory and project management tasks when it is realistic and feasible. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading BELOW AVERAGE BELOW AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Mr. Smith provided a neatly typed account of his personal and professional life, which was appropriately detailed and thorough. In the other written exercises he was required to complete, Mr. Smith demonstrated the ability to consistently express himself in complete sentences that contained proper grammar, punctuation, and syntax. A hands-on and mechanically-inclined individual, writing ability may not be his strong suit. At the same time, he understands the importance of clear and professional reports and paperwork, and will take the time to ensure that his documentation is informative and acceptable. Overall, we evaluate Mr. Smith to possess average to above average mental ability. This assertion is supported by his outstanding grades throughout high school and college, and by his occupational accomplishments to date. An active, focused, and determined candidate, Mr. Smith has applied himself diligently toward his career goals, and has already obtained some advanced certifications as a firefighter in addition to his paramedic e2 80 99s license and associate e2 80 99s degree in fire science. Whatever he may lack in innate intelligence, he will make up for in hard work, hustle, and perseverance. In summation, Mr. Smith has the ability to master the essential information and skills required of a career firefighter. PART IV The second of three children, Mr. Smith was raised in far north suburban Lake Villa, Illinois, where he attended local public schools. His father is self-employed and works as a chimney sweep. The applicant has been accompanying his father to job sites since he was old enough to handle the demands of the job. Mr. Smith e2 80 99s mother, on the other hand, is a teacher e2 80 99s aide in Lake Villa. As implied earlier in Part II of this report, Mr. Smith has a healthy respect for his parents. Due to the influence of his older cousin (who is presently serving as a Battalion Chief with Countryside Fire), Mr. Smith began taking preparatory steps to better his qualifications for a fire service career while he was in high school at the area technical college. This determined, energetic, and enthusiastic applicant has never looked back as he has applied himself diligently over the past four to five years to a point in which he now holds some advanced fire service certifications, as well as, some significant experience under his belt. We believe this is just the beginning for this committed and passionate individual, who will probably emerge rather quickly as an asset to the full-time ranks of the CFPD. Based on our observations and assessment, we evaluate Mr. Smith to be a strong candidate for the position in question as he received favorable (if not glowing) reviews on most of the dimensions connected with success as a firefighter and medic. Overall, we liked the balance he brings to the position in terms of his sincere and likable interpersonal style coupled with his strong task and goal orientation. Mr. Smith is a remarkably mature and achievement oriented individual, who has been nothing less than thrilled with the opportunities he has been given by the CFPD during his three-year tenure as a contract employee. In our opinion, Mr. Smith is more than ready for a career position with a department for which he holds the highest esteem and pride in serving. In light of our enthusiastic review of his qualifications and personality characteristics, we would recommend that Mr. Smith be given an offer to work as a Firefighter for the Countryside Fire Protection District. JWB"', 'b"INDIVIDUAL ASSESSMENT Jacob Smith City of St. Charles USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jacob Smith Position: Firefighter Age: 28 Department: Fire Department Date: April 24, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut personal appearance, marked by with his shaved head Dressed in an overly casual manner for his assessment at our offices Easy to engage in conversation; admits that others have described him as talkative Overall, he comes across as alert and energetic; yet gives off an excitable impression INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: As with many talkative and energetic individuals, this candidate found it hard to contain his feelings about other people Expresses himself in a direct and matter-of-fact fashion Has few filters on his speech, which is likely to lead to charges that he is insensitive to the feelings of others Yet on the other hand, he is quite sensitive to his own feelings This kind of behavior is not surprising, as the best defense is often a good offense PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Seems sincere when he states that a career in fire service and emergency medicine will be rewarding Specifically, he appreciates the opportunity to help people in need This energetic individual also enjoys the variety and excitement linked to the profession The convenient 24-on, 48-off schedule is very appealing to the applicant JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: EMT-B from Waubonsee Community College in 2011 Paramedic license from Waubonsee Community College and Delanor Hospital in 2013 B.O.F. through the Romeoville Fire Academy in 2015 Three years of experience working for private ambulance services Worked as a first responder/paramedic at a minor league baseball park for two seasons, and also at a water park over four summer seasons Spend three years as a firefighter/paramedic with PSSI (Public Safety Services of Illinois) with the Village of Rosemont Joined the Palatine Rural Fire Department as a probationary firefighter in March of 2018 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Has demonstrated reasonably good job stability during his career There is evidence however, that the candidate is a complainer, especially when asked to cover shifts for his fellow firefighter/paramedics who call in sick Acknowledges that he struggles when he is asked to multi-task, since focus is a challenge for him For example, when given a e2 80 9claundry list e2 80 9d of tasks to accomplish the applicant admits that he becomes easily distracted Because he is a straightforward and direct individual, he expects his superiors to provide him with frank feedback on his job performance RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: There is evidence indicating that this individual has struggled with authority figures dating back to his youth For example, he expressed criticism and dissatisfaction with the leadership styles of his high school coaches in wrestling and baseball, which led to his abbreviated athletic career during this period in his life Terminated in his position as first responder for the Kane County Cougars over a scheduling dispute Disciplined at least twice with PSSI and the Village of Rosemont for careless mistakes Candidate declares that his discipline was not handled properly by his bosses at the time, and believes they overreacted to his actions These instances depict a person who will likely push back against the chain-of-command ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: This individual has had ample exposure to emergencies and trauma and handled himself in an appropriate manner Admits that certain calls have lingered with him, especially victims who are his same age In his behalf, he has sought the proper resources e2 80 93 from family priests to his fellow fire medics -- to talk through his feelings As noted above, we see him as excitable, but not to the point that he cannot perform his duties as a firefighter/paramedic LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Given his description of his rather strict upbringing in his family of origin, we suspect that his anti-authoritarian attitudes are an artifact of his earlier years His inability to accept the effects of his behavior speaks unfavorably of his maturity level This individual will struggle to hold himself accountable for his actions on the job When confronted with errors and mistakes, this person will be prone to offering excuses Given his talkative and excitable disposition, we anticipate these excuses will be lengthy OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: While able to manage his excitability and reactions to stress at the scene of an emergency, he has not shown such restraint when dealing with issues pertaining to his behavior around his coworkers and superiors at the department Quick to blame departmental leadership for his problems on-the-job, often regarding the candidate e2 80 99s careless actions and other disputes such as scheduling issues According to the candidate, his primary way of relieving tension and stress is to retreat to his couch and play videogames on a regular basis Places less focus on regular physical exercise, tending to work out once or twice a week Special Training, Orientation & Concerns Many of the issues cited in this report regarding the applicant e2 80 99s attitudes toward authority are not easily remedied by training and development activities as they are deeply ingrained in his upbringing and personality Hence, we are reluctant to recommend activities that will produce a minimal impact on modifying this person e2 80 99s maladaptive behavior PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Smith provided an accurate and understandable account of his occupational, educational, and personal history. On the other hand, the details he provided were typically given as one or two-word answers and did not appear to be very thoughtful or in want of elaboration. In other words, he was very matter-of-fact and concise. When it comes to EMS reports, we anticipate that applicant will demonstrate similar tendencies; he will report the facts, but may lack details or information that may in fact be relevant to the billing of services. Despite the applicant e2 80 99s admission of problems with concentration and focus, it is clear that when Mr. Smith is interested in something, he can focus his energy and effort toward the attainment of goals and credentials, such as he has done with mastering the information required for a job in emergency medicine. This candidate is a selectively motivated learner, which is a commonly found trait these days across many fields. Overall, we evaluate Mr. Smith to possess the proper thinking skills to learn and perform the duties and responsibilities of the job, and he has already proven his ability in a few related positions. The lack of emotional intelligence the candidate demonstrates through his actions, statements, and perspective will interfere with his ability to effectively forge lasting bonds with his fellow firefighter/paramedics and superiors within the department. PART IV Based on our observations and assessment, we evaluate Mr. Smith to be a less than acceptable applicant for the position in question. While the candidate possesses the technical skills and abilities to perform as a firefighter/paramedic, we are worried about his attitude on the job, and in particular, Mr. Smith has trouble accepting authority over him. Mr. Smith has an established history for conflicting with those in authority positions from his coaches as a youngster to his bosses and supervisors as an adult. This kind of attitude and pattern of behavior predicts for the likelihood that Mr. Smith could be termed a problem employee. With a tendency to push back against his superiors and complain about his treatment, a couple of outcomes are likely. First, the applicant might find himself aligning with other malcontents in the department and complaining to them. Second, Mr. Smith e2 80 99s attitude will be detrimental to maintaining positive morale in the department. For such a well-regarded and professional department that is seeking to set a positive atmosphere, this kind of behavior can be poisonous over the course of time. At present Mr. Smith is working with the Palatine Rural Fire Department in Palatine, but he would like to join a department closer to his residence in Sandwich, Illinois. While we commend his efforts in obtaining the proper credentials and experience, due to some of his personality traits and behavioral profile, we cannot indorse his candidacy. In light of our stated concerns and reservations, we would not be inclined to recommend that Mr. Smith be given an offer to work as a Firefighter for the City of St. Charles. SAL"', 'b"INDIVIDUAL ASSESSMENT Jose Soto The Moody Bible Institute USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jose Soto Position: Police Officer Age: 28 Department: Police Department Date: January 11, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed for his appointment at our office Although the applicant was attired in a sport coat, he appeared to be dressed more casually with an open-collared shirt and wash pants Comes across as confident, which was probably masking his underlying nervousness about the assessment process Toward that end, he worked hard to manage his impression in as favorable light as possible Regardless, he projects a credible police presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Easy to engage in conversation Will be seen by his fellow officers and members of the public as outgoing and gregarious Accurately characterizes himself as a e2 80 9cpeople person e2 80 9d Enjoys being at the center of attention Has a history of standing out from the crowd; for example, he was his high school e2 80 99s Homecoming King Not surprisingly, he struggles with coworkers who he describes as overly self-confident PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: As implied above, he appreciates a job which will place him in the public e2 80 99s eye Wants to be perceived as a positive role model Finds solving other people e2 80 99s problems to be rewarding Seems genuine when he expresses his interest in serving in a role that helps other people At the same time, he likes the pay and benefits associated with a position in law enforcement JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Has been serving in the capacity of police officer for the past three years with the City of Chicago e2 80 99s Department of Aviation at O e2 80 99Hare International Airport Successfully graduated from the police academy in 2015, which was sponsored by the Chicago Police Department Performs foot patrol and also affords customer service for travelers looking for help and assistance Provides a police presence and responds to criminal activity WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Has demonstrated solid job stability, generally remaining with his employers for several years Had a clean work record with the exception of a termination early in his career at age 19 from a retail shop on the concourse at Chicago e2 80 99s O e2 80 99Hare International Airport Admits that early on in his working career, he did not always possess the right priorities We suspect that he was more self-absorbed at that point in his life While still focused on meeting his needs, he has adopted a more serious-minded and mature attitude toward his work Overall, he rates relatively high on our measures of conscientiousness RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Reports few disciplinary actions against him with the exception of several reminders to report to work on time when he was riding public transportation to his job at O e2 80 99Hare International Airport Responds well to leadership by example Wants to feel recognized and appreciated by his superior officers Struggles to cite his shortcomings, which might predict for making excuses when given constructive criticism during his review period ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Provided examples where he has went out of his way to help passengers in need, especially those in the International Terminal who are confused and in need of assistance Able to project a police presence when needed to enforce rules and regulations Was present during the mass demonstrations over President Trump e2 80 99s initial travel ban early last year Helped maintain order without letting the group demonstration get out of hand and potentially become violent Fluent in Spanish; which can be particularly helpful with individuals who do not feel comfortable expressing themselves in English LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Focused on achieving his career goals of working in the field of law enforcement For example, he persevered through the testing and hiring process to land his job with the City of Chicago e2 80 99s Department of Aviation Conducts himself responsibly away from the job; states that he has no debt on his record Currently lives independently of his family of origin in an apartment Generally holds himself accountable, but again, when criticized, he might seek to save face by justifying his actions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Realistic attitude about the stressful aspects of a career in law enforcement Realizes that making fast decisions is part of the job, even though it places pressure on him to be correct Has no harmful habits which might impair his ability to perform his job For example, he keeps his consumption of alcohol after hours to a minimum Also uses exercise and sports to help relieve tension and stress Has remained with the majority of his employers for reasonable lengths of time Special Training & Orientation Concerns Caution about sounding defensive when given corrective feedback on his behavior Monitoring of report writing and paperwork to make sure that he includes a sufficient amount of detail and information Clear-cut goals and expectations for his performance on the job PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assesses logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Police Officers BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Soto e2 80 99s handwriting was legible and used a large, block-style print, and it was therefore, relatively easy to read. We also administered two writing samples (one handwritten and the other typed). On both of his exercises, this applicant demonstrated less than outstanding writing ability. For example, the candidate was not always attentive to important details. Meanwhile, Mr. Soto failed to write in consistently in clear, definitive, and complete sentences. He did, however, attempt to use proper grammar and syntax. Mr. Soto e2 80 99s performance on our standardized test battery was below average. From all indications, Mr. Soto was never much of a student, going back to high school. While this individual enjoyed high school, especially the social side of the experience when he was named Homecoming King, academics has never been a top priority. For one, Mr. Soto is an experiential learner who does best by doing as opposed to sitting behind a desk in a classroom setting. For example, he attended college on and off between the fall of 2007 and the spring of 2013, but Mr. Soto has no degree of any type to his credit. Nevertheless, we evaluate Mr. Soto to be bright enough to handle the duties and responsibilities associated with the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Soto to be an acceptable applicant for the position in question. This person is an experienced police officer. Mr. Soto has a good grasp on the advantages and disadvantages associated with serving in a public safety role. We do not get the impression that he is leaving the City of Chicago e2 80 99s Department of Aviation at O e2 80 99Hare International Airport in poor standing. A deeply religious individual, the values of his prospective employer are consistent with his own faith, and he feels as though he will be a good fit for the job. For example, he has been serving as an usher and security guard with the Chicago Tabernacle for the past five years, since 2013. We have only a few concerns. First, he is a person who is used to having a fair degree of adulation, and as a result, he can come across as a little self-absorbed. Second, he might not always want to be willing to hear constructive criticism, due in part to his conscientious attitude. Like many conscientious individuals, Mr. Soto knows when he has made a mistake and critical feedback only serves to reinforce his negative feelings regarding his behavior. Finally, eager to be on patrol and not behind a desk, he might require oversight when completing reports and paperwork. Nonetheless, in light of our overall review, we would recommend that Mr. Soto be given an offer to work as a Police Officer for The Moody Bible Institute. SAL"', 'b"INDIVIDUAL ASSESSMENT Adam Sovereen Village of Skokie USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Adam Sovereen Position: Firefighter Age: 29 Department: Fire Department Date: June 3, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired and well-groomed for his appointment at our office Genuine and confident in his presentation, and at times he came across as overly confident Smirked often and had an air of arrogance, which detracted from his generally favorable first impression In his behalf, he is easy to engage in conversation Will be perceived as a moderately approachable individual by members of the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Self-assured individual; reportedly gets along well with his co-workers who see him as e2 80 9cfun e2 80 9d His overly confident nature causes this candidate to come across as arrogant and condescending at times Hence, it could take him a while to form sincere and deep relationships with his co-workers given that he impresses us as condescending and distant Lacks for self-awareness at times; not very self-reflective Puts himself first, which will not be well-received in a team environment PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Did not come across as altruistic, but rather talked about why he wants to pursue a career in the fire service for more self-centered reasons Decided to pursue this career in 2016 after testing out a few other career options including law and sales More recently this candidate has become committed to helping others Reported that he wants to partner with the Village of Skokie because it has a well-run department His tendency to change careers every few years makes us question his long-term commitment to this line of work JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in communication from DePaul University in 2013 Licensed as a paramedic through Oakton Community College in 2018 Certified as a B.O.F. through Harper College in 2017 Currently employed at Lincolnshire Fire Protection District, where he has been full-time for five months Also working part-time for Northfield Fire Rescue where he has been since January of 2018 Previously he has worked at PSI (8/2018 to 1/2019) and Lake Forest Fire Department (10/2018 to 1/2019) WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Hardworking candidate; since deciding to pursue a career in the fire service, he has worked between 90 and 120 hours a week Not afraid to put in the hours and work when he is needed Has high needs for recognition, which he hopes to satisfy by becoming a firefighter/paramedic Prefers structure, consistency, and clear-cut expectations; reasonably self-disciplined According to this candidate, his co-workers see him as hardworking, and our observations were consistent with his self-report This dimension is this person e2 80 99s most notable strength RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Seems to have a bit of a rebellious streak in him; he received one disciplinary action for not following orders from a supervisor during training His supervisors will likely become frustrated with this candidate given his attitude, which can be arrogant and condescending at times Prefers working with someone who leads by example and teaches him how to do things the right way In his behalf, he has no history of terminations ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Will not hesitate to take the lead and delegate when appropriate; in the face of emergencies, he might lose the element of tact when doing so Might be seen as distant by members of the public; he might struggle to consistently show compassion Nevertheless, this person possesses an even-keeled demeanor; he will maintain his composure When approaching emergencies, this person takes a breath and tries to complete the job he is assigned to do He uses the mantra e2 80 9cthis is not my emergency e2 80 9d in order to keep a level head LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Acts younger than his stated age; has taken a lot of time to figure out what he wants in life Though he reports his mistakes in a straightforward manner; he does not appear to take responsibility for them He has tried illegal drugs including marijuana, cocaine, ecstasy, Xanax, steroids, prescription pain killers, and Adderall; mentioned that he has not used any illegal substances since 2016 when he started pursuing a career in the fire service Arrested for driving in a car with marijuana, claimed it was not his In addition, the applicant has five speeding tickets Thought e2 80 9cit was a funny prank e2 80 9d to delay paying his landlord until later in the month; this kind of behavior predicts for his tendency to push boundaries OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Because he has tried so many different types of jobs in his twenties, his longevity in the fire service is very questionable As with any candidates with thrill-seeking needs, this person is unlikely to find the dull periods of the job satisfying In his behalf, he does not let too much get to him in terms of stress; appears stress avoidant Likely to become task-oriented in the face of stress and shrug off any residual effects Relies on his long-term girlfriend and his family of origin for support To relax outside of work, this candidate enjoys going out to eat, barbecuing, going to the beach, and working out Special Training, Orientation & Concerns This candidate comes off as a bit arrogant, which will be challenging for supervisors to address. His personality characteristics will make it challenging to coach and train him. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Sovereen submitted a neatly typed account of his personal and professional background, which contained essential details and a bit of elaboration when it was necessary. In other written exercises as well, Mr. Sovereen demonstrated the ability to express himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Mr. Sovereen possesses the ability to produce professional and informative reports and documentation. Overall, we evaluate Mr. Sovereen to possess above average mental ability. This assertion is supported by his academic and occupational history to date, and by the way he was able to express his thoughts and ideas (orally and on paper) during his assessment. As noted above, Mr. Sovereen scored well above the recommended competency level on both the verbal abilities portion and the quantitative abilities portion of the Wonderlic Basic Skills Test. Mr. Sovereen also maintained above average grades throughout high school and college. He will be able to rely on his intelligence to learn the necessary skills and information required of becoming a firefighter. However, his ability to use sound judgment and demonstrate compassion on a consistent basis to patients gives us cause for concern. PART IV Based on our observations and assessment, we evaluate Mr. Sovereen to be an unacceptable applicant for the position in question. Despite Mr. Sovereen e2 80 99s stated age of 29 years old, he acts far less mature for his age. Growing up in Michigan, Mr. Sovereen e2 80 99s parents fostered 44 boys in total and had between four and eight boys living in their home at a time. Mr. Sovereen reportedly did not enjoy growing up with so many people in and out of his home. He had to fight for attention growing up. He witnessed many of his foster brothers go down the wrong path in life by turning to illegal drugs, yet he himself would later experiment with a wide range of illegal substances. Currently, Mr. Sovereen resides in Chicago, Illinois, in the Lincoln Park area where he lives with his long-term girlfriend and her twin sister. The candidate moved to Chicago from Michigan to pursue his education at DePaul University, where he graduated in 2013 with a degree in communications. Mr. Sovereen experimented with many different and seemingly unrelated jobs during his time as a young adult including bartending, law, sales, and more recently, the fire service. Until he became involved in the fire service, Mr. Sovereen experimented with several illegal substances multiple times. Although he has stayed away from riskier tendencies in the last two or three years, we believe that he is still trying to find himself. Given many of his poor choices, we are wary of his ability to employ sound judgment on a consistent basis. Additionally, his history shows that he tends to change career paths every few years. Therefore, in light of our cautious review, we would not recommend that Mr. Sovereen be given an offer to work as a Firefighter for the Village of Skokie. ERL/SAL"', 'b"INDIVIDUAL ASSESSMENT Edward Starling Village of Riverdale USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Edward Starling Position: Police Officer Age: 27 Department: Police Department Date: December 18, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Responsive to all forms of communications used for the assessment, including email and text Punctual, arrived 40 minutes early for his scheduled appointment at our office Appropriately attired in a suit and tie Well-built individual who will project a credible police presence INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Communication skills could stand improvement as it was hard to understand the applicant when he mumbled his words Both on the phone, scheduling his assessment, and in person, we heard a lack of verbal clarity In short, he needs to enunciate his words more clearly On the other hand, he will be easy to engage in conversation once he is feeling comfortable in a setting In fact, he can be quite chatty when relaxed The applicant acknowledges that he has been accused of being unfriendly by his fellow employees for not socializing afterhours with them With that said, he is looking forward to the camaraderie of working in a police agency PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Feels that helping and protecting people is a noble calling Scored very high on our measure of altruism; will demonstrate an active concern for the welfare of others Has enjoyed his job at Walmart, where he interacts regularly with customers Also attracted to the variety and excitement associated with this line of work Although he possesses high needs for excitement, he is willing to perform the more mundane aspects of the job In his own words, he is looking for job stability, longevity, a positive work environment, and the opportunity for professional growth JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Acknowledges that he has no formal education or training in criminal justice or law enforcement Has not held any jobs related to police work, like loss prevention or private security However, he has considerable customer service experience through his present job as an associate at Walmart Recently left a job as a bus operator with the Chicago Transit Authority which also required a great deal of interaction with the public and skill navigating heavy traffic WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: The candidate is to be commended for his lengthy tenure at Walmart, where he has been employed for a little over six years Respected for his work at Walmart and asked to consider bidding on a management role in the store However, the applicant does say that he could show more initiative at Walmart by restocking shelves more quickly As implied in our previous comments about the candidate e2 80 99s job preparation, he regularly is employed at two places of work Although not listed on his Personal History Form, when he left our office after his assessment, he was headed to a second job at a Dollar General Store RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Has a clean employment record with no involuntary terminations, although he did experience a layoff during a downsizing at a local supermarket Cites one write-up in 2015 for not restocking store returns quickly enough while working at Walmart Responds well to a hands-on supervisor who also chooses to lead by example Will likely require a patient supervisor as the applicant adapts to a new line of work which he has never performed previously ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: This person projects a physical presence which will be seen as a credible police presence On the other hand, the candidate e2 80 99s above-mentioned communication skills could hinder his ability to gain command of a hazardous situation Moreover, he brings no experience in enforcement to the job in question As a bus operator for a brief period with the Chicago Transit Authority, he was explicitly warned not to engage in any confrontations with passengers, even those who were causing a disturbance According to the candidate, there was a button to press on his bus that would alert the police in time of trouble The applicant also admitted that he has been warned to be more vigilant about loss prevention in his job as a sales associate at Walmart LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Has behaved responsibly as both a youngster and as an adult Reports never having been arrested at any point in his life Admits to using marijuana on two occasions, with his last usage during 2015 Currently residing at home with his parents and reports no involvement in any kind of a serious relationship Can be expected to hold himself accountable and admit to his mistakes without making excuses for his behavior OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: His longevity at his past and present places of work speaks well for future tenure Has no financial worries as he managed to pay all of his student tuition out of pocket Moreover, he has no harmful habits that would interfere with his job performance For example, the candidate consumes alcohol in moderation The candidate claims that when he is not working, he enjoys writing poetry, something he received a lot of teasing for doing while he was still in school Special Training & Orientation Concerns Patience on the part of his FTO e2 80 99s and supervisors as this person learns the geography of the community as well as becoming accustomed to the multi-tasking required during his probationary period Admits that he has taken on multiple assignments at once while helping other coworkers catch up with their work assignments, which has caused him to fall behind in his work; needs to pay attention to learning his new job Monitoring of his paperwork and police reports to make sure that they embody the proper writing mechanics PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Starling submitted a Personal History Form that was accurate and contained a sufficient level of detail and information. Furthermore, Mr. Starling paid proper attention to employing accurate spelling and grammar. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career in law enforcement. On both exercises, this applicant demonstrated reasonably acceptable writing ability, and he was consistent in his application of appropriate grammar and syntax. In his behalf, Mr. Starling included most of the important details. Still, we would suggest monitoring Mr. Starling e2 80 99s paperwork and report writing during his probationary period to ensure that it follows the proper writing mechanics. Finally, we are disappointed by Mr. Starling e2 80 99s showing on the Wonderlic Basic Skills Test. We believe that his low score might bode badly for learning certain aspects of the position in question. In particular, we wonder how quickly Mr. Starling will grasp the geography of the community. In addition, he might be challenged by the multi-tasking required in the job. After all, he has never performed any similar work previously in his career. PART IV Based on our observations and assessment, we evaluate Mr. Starling to be a reasonably acceptable applicant for the position in question. Nevertheless, hiring this individual involves a certain element of risk. In his favor, we like his personality and interpersonal style as well as his track record for working hard and remaining loyal and dedicated to his employers. On the other hand, the job will be completely new to him. Mr. Starling has never performed any kind of job that required him to enforce rules and regulations. For example, at Walmart, he is supposed to be vigilant about loss prevention, but he has no authority to halt shoplifters. Meanwhile, during his few months as a bus operator for the Chicago Transit Authority, the applicant was told to never intervene if there was trouble on his assigned vehicle. Instead, he was instructed to press a call button located on the instrument panel of his bus. We have also identified some communication issues that might hurt Mr. Starling e2 80 99s ability to gain control over a chaotic situation, such as those that often occur at domestic disturbances. With all of that said, we believe that Mr. Starling is capable of learning the job if he is given clear guidance and instruction along with a patient FTO who understands that Mr. Starling e2 80 99s mistakes are honest ones, and ones that the candidate is committed to correcting. Therefore, in light of our overall review, we would be comfortable in recommending that Mr. Starling be given an offer to work as a Police Officer for the Village of Riverdale. SAL"', 'b"INDIVIDUAL ASSESSMENT Ryan Thome Village of Hazel Crest USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Ryan Thome Position: Firefighter Age: 26 Department: Fire Department Date: December 5, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Clean-cut personal appearance Neatly attired in a sport coat and open-collared shirt, but wore blue jeans Polite during his appointment at our office Sought to make as much of a positive impression as possible on his assessment materials as well as in person INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Energetic personality and easy to engage in conversation Can be rather talkative and might appear glib Readily expresses his views and opinions, which might not always be well-received by the more experienced and senior firefighters in the department Comes across as self-confident, perhaps to a fault This overconfidence might be particularly hard to take by his peers since he is relatively new to the fire service Overall, however, he has managed to bond acceptably with his fellow firefighters PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: As implied above, being able to bond with his fellow firefighters and join in the camaraderie of the firehouse are the applicant e2 80 99s primary attractions to the fire service At the same time, he wants to make a positive impact on the lives of other people Along this same line, he rates very high on our measures of altruism Attracted to the medical side of the job This individual possesses exaggerated needs for excitement in his work JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Began his college career with the hope of becoming a nurse Left a four-year college to attend a two-year college and earned his EMT-B at Moraine Valley Community College in 2015 Received his B.O.F. through the Romeoville Fire Academy in 2016 Paramedic e2 80 99s license was awarded by South Suburban College in conjunction with Ingalls Hospital in 2018 Hired by the Manteno Fire Department in August of this year WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Eager to learn and will take advantage of training opportunities in order to improve his knowledge and skills about the fire service and EMS Has demonstrated job stability through his affiliation with his present, part-time employer, Epoxy Systems; began with the company in August of 2014 On the other hand, the candidate has been cautioned about e2 80 9cgetting too comfortable e2 80 9d and coming across to his fellow firefighter/paramedics as e2 80 9ccocky e2 80 9d Overall, we see him as a productive and contributing employee RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Candid and occasionally outspoken in his own right, the applicant appreciates candor from his superiors in the fire service In particular, he needs to know where he stands with his employer As a result, giving him frank feedback will be helpful in developing him, whether it be good or bad At the same time, we sense that this individual is sensitive to criticism even though he invites it He prefers to have his mistakes cited in a manner that encourages him to want to change his behavior for the better ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Relatively new to the fire service and EMS, this person has participated in a fair number of emergency calls In Manteno, where the candidate is currently employed, there are serious automobile accidents which occur on the community e2 80 99s many rural roads During his medical training, the applicant spoke of handling a large number of calls for psychiatric patients as well as those who had attempted suicide On those calls where the outcome is particularly gruesome, this person has learned to use his fellow firefighters as a basis of support back at the station LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Came across as open and honest in discussing some of the regrets and disappointments he has had in his life thus far Received a DUI that was dismissed in 2018; however, he continues to consume alcohol close to the limits of binge drinking Admitted to drug use before he entered the fire service; used marijuana as many as 20 times and cocaine twice with most of this behavior occurring in college and his last usage was about five years ago At present this person resides at home with his entire family, and he reports no serious relationship Finally, he has managed his financial affairs responsibly, having reduced his student loans significantly as well as paying for his car in cash OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Committed to a career in the fire service and EMS Has demonstrated that he can stick with a job as noted above Most of his means for reducing stress are healthy, to include regular exercise between four and five times a week Applicant has been able to adaptively cope with some of the more stressful and gruesome aspects of life in the fire service and EMS work thus far Not prone toward prolonged periods of worry or depression However, the candidate consumes beer close to the limits of binge drinking, consuming as many as six beers at least two times a month when he is out drinking on weekends Given his DUI arrest just last year, he could put his career as a fire medic in jeopardy Special Training, Orientation & Concerns Caution about appearing overly confident in the eyes of the more seasoned veterans in the Department Frank and straightforward feedback on his job performance Caution about his consumption of alcohol which can push the limits of binge drinking at six beers in an evening; after all, this individual was arrested for a DUI that was dismissed in 2018 Monitoring of his paperwork and report writing to make sure that it is sufficiently complete with the appropriate amount of detail and information PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Thome submitted a Personal History Form that was less than accurate as it lacked sufficient detail regarding his employment history. In his behalf, however, he used proper spelling and grammar on his Personal History Form. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability, by once again using appropriate grammar and syntax. On this exercise, he offered a few more pertinent details. Regardless, the ability to complete paperwork and reporting forms is important in the fire service and EMS, since it can result in a failure to obtain the proper reimbursement for medical and transport services. A review of Mr. Thome e2 80 99s scores on the Wonderlic Basic Skills Test reveals that he is capable of writing acceptably, as evidenced by his strong showing on the verbal abilities section of this instrument. We suspect that his lack of attention to detail on his written exercises might be reflective of a person who will show selective motivation on the job. On the other hand, all things considered, the candidate has demonstrated the ability to both learn and master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Thome to be an acceptable applicant for the position in question. The candidate represents an individual who has both identifiable strengths and possible limitations for the job. Since his strengths outweigh his limitations, we are inclined to endorse his candidacy for the position. In his behalf, Mr. Thome is well-trained and committed to the fire service and EMS. His work history has been a good one, reporting no terminations or disciplinary actions against him at any previous place of employment. This individual enjoys bonding with his fellow firefighter/paramedics, and he should get along well in the firehouse. On the other hand, Mr. Thome can come across as cocky, and for a new fire medic to possess such an attitude, this person could be perceived as a bit of a know-it-all. In addition, his use of alcohol away from the job during weekends might prove problematic as it could jeopardize the candidate e2 80 99s career in the fire service and EMS with an embarrassing DUI arrest. Mr. Thome has already experienced such an incident, although it was later dismissed. We would hate to see him experience a similar situation in the future. Regardless, we believe that with frank feedback and a firm hand, this person can develop into an acceptable fire officer. Therefore, in light of our overall review, we would recommend that Mr. Thome be given an offer to work as a Firefighter for the Village of Hazel Crest. SAL"', 'b"INDIVIDUAL ASSESSMENT Nathan Tooley City of Crystal Lake USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Nathan Tooley Position: Police Officer Age: 38 Department: Police Department Date: February 10, 2020 PART II INTERPERSONAL SKILLS ability to integrate, communicate, and sociability Strong Acceptable Marginal Poor COMMENTS: Self-confident and appropriately self-assured Communicates clearly and leaves no doubt where he stands; not afraid to let people know what is on his mind At the same time, he expresses himself in a polite manner, using terms like, e2 80 9cyes, sir e2 80 9d and e2 80 9cno, sir e2 80 9d to answer questions directly Even though the candidate claims that he be would criticized by his supervisors for being too talkative, we did not witness this kind of behavior Nevertheless, we found him easy to engage in conversation Listens politely and attentively when others are speaking to him Respectful and cooperative Rates high on our measures of agreeableness; should be able to forge comfortable working relationships with his fellow officers Despite his involvement with group endeavors this individual has rather low needs for inclusion and acceptance from others; will be selective in his choice of friends in the department Regardless, he should take little time to acclimate to his new surroundings and feel comfortable in the presence of his peers PUBLIC SERVICE ORIENTATION AND PERSONA commitment to service, approachability, and appearance Strong Acceptable Marginal Poor COMMENTS: Able to convey a credible and authoritative police presence on first impression All of his work experience has been in the service of other people in the military as well as in civilian life Seems genuine and sincere in his desire to serve, protect, and assist others in need Also drawn to the variety, activity, and mental and physical challenges involved in a law enforcement career The candidate has also found the camaraderie associated with serving in the military and being a police officer as very satisfying JOB PREPARATION AND READINESS relevant work and life experience; maturity Strong Acceptable Marginal Poor COMMENTS: Served in the U.S. Army on active duty from June of 2000 until February of 2008; earned the rank of staff sergeant (E-6) Served overseas in two combat zones in Afghanistan and Iraq Employed as a police officer with the Columbus (Georgia) Police Department since September of 2008 Received his initial police academy training at the Georgia Public Safety Training Center in Columbus, Georgia Came across as open and honest in discussing some of the regrets and disappointments he has had in his life thus far, such as receiving a DUI in 2002 while serving in the military Introspective and realistic individual who was able to evaluate his strengths and weaknesses in an objective manner Expected to honor his commitments and obligations Will hold himself accountable for his actions and decisions in his personal and professional life We believe he fully understands the imperative that being a public servant requires him to be alert, attentive, and focused without the residual effects of any type of substance (legal or illegal) WORK ATTITUDE AND ADAPTABILITY motivation, self-discipline, adaptability Strong Acceptable Marginal Poor COMMENTS: Active, energetic, and dedicated individual with a strong work ethic Reliable, dependable, and consistent in his basic work habits Productive officer who will be seen as a self-starter Officer in good standing at his present police agency, the Columbus (Georgia) Police Department Received Officer of the Month Awards in 2013 and 2015 Admits to two disciplinary actions against him for disobeying the department e2 80 99s pursuit policy by running a couple of traffic signals as well as damaging a piece of equipment used to measure a driver e2 80 99s alcohol consumption Competitive person who will strive to meet or exceed departmental performance standards in most areas Rates high on our measures of conscientiousness; serious about his duties and responsibilities Rates high on our measures of achievement motivation and self-discipline Strong track record for attendance and punctuality Has had positive relationships with most of the authority figures in his life Enjoys the discipline and rigor of life within a paramilitary organization COMPOSURE AND STRESS TOLERANCE ability to cope with stress, remain composed, be assertive Strong Acceptable Marginal Poor COMMENTS: Experience with a wide range of police scenarios from routine traffic enforcement to violent domestic disputes as well as burglaries, scams and frauds, and homicides Expected to be firm and fair in his enforcement activities Will hold the line when his authority is challenged; not easily angered or provoked Confident in his abilities and skills; will assert himself in areas within his range of competence and expertise Will utilize all manner of de-escalation techniques before resorting to physical force Keeps himself in very good physical condition, and he enjoys various sports and recreational activities Small but supportive base of family and a couple of close friends Not prone toward prolonged periods of worry or depression Expected to roll with the punches when faced with adversity and frustration Demonstrated ability to cope with the negativity and resistance encountered on the streets in an adaptive manner Possesses no potentially harmful habits that would impair his performance on the job Drinks alcohol in relative moderation Special Training & Orientation Concerns Standard orientation activities provided for any new officer in the department, bearing in mind that this person brings to the job over 11 years of hands-on police experience PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Tooley submitted a Personal History Form that was accurate and contained sufficient detail and information. We also administered two other writing samples, which included a mock police report as well as a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. On both exercises, this applicant demonstrated acceptable writing ability by using appropriate grammar and syntax along with providing all of the pertinent details. While his verbal abilities score on The Wonderlic Basic Skills Test is encouraging, we are disappointed by his poor performance on the math section of the test. Nevertheless, the candidate has the ability to learn the essential information and skills required for the position in question. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has demonstrated good EQ as evidenced by his ability to show empathy towards those in need. PART IV Based on our observations and assessment, we evaluate Mr. Tooley to be an acceptable applicant for the position in question. As a youngster, Mr. Tooley shuttled between his mother and father after they divorced from one another when he was an infant. Seeking order and stability in his life, the applicant enlisted in the military immediately after graduating from high school in Tempe, Arizona, where he was residing with his biological father at the time. The military represents a major turning point in this person e2 80 99s life. Having enlisted prior to 9/11, Mr. Tooley saw combat in both Afghanistan and Iraq. In fact, he saw no less than five tours of duty in these war zones. In Iraq he would be wounded by shrapnel as well as a bullet. Wanting to continue with the order and discipline of his military experience, Mr. Tooley joined the police department in Columbus, Georgia, close to where he had been stationed in the U.S. Army at Fort Benning, Georgia. From all indications, the candidate is an officer in good standing in his agency. However, he wants to relocate to the Chicago area to be near his ailing mother, who suffers from several health-related issues. Mr. Tooley has two children by separate mothers. One, who is now 16 and lives in the Chicago area in Mokena, Illinois, and the other who is 6 and currently resides with her mother in Georgia. According to the candidate, his younger daughter, might reside with him in order to be exposed to the better schools in the Crystal Lake area. Mr. Tooley received favorable ratings on all of the relevant dimensions connected with success as a police officer. He is an experienced officer with confidence in his abilities and a demonstrated service orientation. Reliable, dependable, and agreeable, he will be a collaborative team player. In light of our overall favorable review, we would recommend that Mr. Tooley be given an offer to work as a Police Officer for the City of Crystal Lake. SAL"', 'b"INDIVIDUAL ASSESSMENT Edgardo Vargas Village of Hanover Park USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Edgardo Vargas Position: Firefighter Age: 26 Department: Fire Department Date: January 10, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a dress shirt and slacks for his appointment at our office Appeared genuine and easy to engage in conversation Therefore, he will likely be seen as approachable by members of the public Level-headed individual with a calm demeanor; these qualities will likely contribute to his credibility as a firefighter INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Straightforward and caring individual; he will likely take his work seriously and perform his job duties with compassion Rather not work with someone who does not share knowledge that would help a team, especially as it relates to his current job in sales Has fit in well on all of the teams of which he has been a part; he has also proven to be able to manage upward during his time in the military A likeable individual; he will likely fit in well on a team in a new department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Decided to pursue a career as a firefighter in 2014 Served in U.S. Marine Corps where he was exposed to fire sciences and decided to pursue this line of work Enjoys helping people and giving back to his community Believes this line of work serves a greater purpose and he wants to contribute to this greater purpose JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Served in the U.S. Marine Corps working in motor transportation from January of 2011 through January of 2015 when he was honorably discharged with the rank of an E-5 During his time in the military he did multiple deployments and was confronted with emergency situations including transporting an injured sergeant Six credits short of earning an associate e2 80 99s degree from the College of DuPage in fire science; plans to enroll in the paramedic program, also through the College of DuPage Earned his B.O.F. in 2017 from the Bensenville Fire Department and completed his EMT-B at the College of DuPage in 2016 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Was raised by his parents to be respectful and work for what he has; he started going door-to-door in high school to clean windows in order to save money to buy a car Serious-minded and level-headed individual; he takes his work seriously His co-workers would describe him as a hard working go-getter; he will likely be seen as a dependable leader by those who work with him Rank in the military indicates that he was motivated to seek advancement and rewarded for his efforts Reports taking one sick day a year and is a punctual individual RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Proven ability to manage upward in the military and at his other places of employment Speaks positively about his past and present supervisors Prefers working with a supervisor who leads by example and provides support to their subordinates by teaching them the necessary skills for a job His supervisors would describe him as someone who is hard working, easy to work with, likes to learn, always wants to do more, and appreciates understanding the whole picture of the job Has received feedback from his supervisors to not overthink things; however, he still enjoys understanding the ins and outs of his job No history of terminations, though he did receive one disciplinary write-up in the military for neglecting to submit paperwork about rating one of his subordinates once ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Will likely be seen as a leader; he has a calm and collected way of leading others When responding to an emergency, he stays calm and does his best to improve the situation rather than contribute to the chaos One to face the problem and take care of it As mentioned earlier, he is seen as a e2 80 9cgo-getter e2 80 9d; we see this person as action-oriented Will approach emergencies with logic Bilingual in Spanish and English LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Admits that he spent time with e2 80 9cthe wrong crowd in high school, e2 80 9d but since then, he surrounds himself with close friends and family who have a positive influence on his life Assumes responsibility; for example, he is not one to make excuses and admitted to spending time with the wrong crowd in high school and then deciding to turn his life around and do something that has a purpose During his time in high school, he admits to smoking marijuana five times and using cocaine once No history of arrests or traffic tickets In terms of financial obligations, he has $3,000 in car loans, $2,000 in credit card debt, and a mortgage for $140,000 OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: After his time in the military, which included multiple deployments, this individual learned to cope with stress by asking for help when needed The toughest problem this person has faced is leaving home and going to the military; he was able to lean on others for support in order to cope with job-related stress and managed to become a supervisor during his time serving the country Has the ability to take a business-like approach to situations and then copes with them later in order to get the support he needs Enjoys a strong support system comprising of his wife, family members, and a few close friends To relax, this person spends time reading and being with his family Special Training, Orientation & Concerns His verbal communication is better than his written communication; he might need guidance on being more detail-oriented in any paperwork PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension BELOW AVERAGE BELOW AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Mr. Vargas demonstrated a range of performance with respect to the mental ability tests we administered during his assessment. It should be noted that this person e2 80 99s bilingual capabilities may impact the way that standardized tests are approached and should be considered in the interpretation of his scores. We see this person as possessing the intellectual abilities necessary for the position in question; however, he does have some areas where he could improve. For example, when completing his Personal History Form, Mr. Vargas e2 80 99 information had a number of spelling and grammar errors, though overall he was able to get his points across in his written communication. Moreover, when completing an exercise describing a highlight and setback he experienced, he did so in a brief manner, but again was able to get his points across. This individual e2 80 99s verbal communication appears to be better developed than his written communication. What Mr. Vargas lacks in some areas, he makes up for with his motivation and emotional intelligence. Additionally, Mr. Vargas demonstrated self-awareness and the ability to connect with others; these characteristics are indicative of his emotional intelligence, which will serve him well in performing the job duties for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Vargas to be an acceptable applicant for the position in question. Mr. Vargas lives in West Chicago with his wife, and they hope to start a family soon. Mr. Vargas is close with his family of origin and enjoys spending time with them. Mr. Vargas is a hardworking individual who is seen as both approachable and ambitious. The applicant takes pride in doing the right thing, and he has worked hard to find a career with purpose beginning with his time in the military. Mr. Vargas e2 80 99 ambition and steadfast nature allowed him to become a leader in the military as well as in his jobs after his time in the military. Mr. Vargas will likely fit in well on a new department and be approachable to members of the public. Mr. Vargas is one to think logically in the face of emergencies, and it is possible he might struggle to think in shades of gray. Mr. Vargas means business, but he also comes off as quite compassionate. This person enjoys learning about his job duties and understanding the details of his duties so that he can provide quality medical care and perform his job well. On this note, Mr. Vargas might tend to be highly detail-focused. Regardless, we see this person as willing to put in the work to do the job well to promote public safety. Therefore, in light of our overall, favorable review, we would recommend that Mr. Vargas be given an offer to work as a Firefighter for the Village of Hanover Park. ERL/SAL"', 'b"INDIVIDUAL ASSESSMENT Kimberly Vasquez Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Kimberly Vasquez Position: Police Officer Age: 26 Department: Police Department Date: March 7, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired in a business suit; neatly groomed Upbeat, positive, and friendly in her presentation; socially adept Came across as confident, straightforward, and articulate; rather talkative Sales background evident; knows how to make a good first impression Will be viewed as an approachable, mature, and capable officer by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing, considerate, and rather bubbly individual who can probably get along amicably with most people Able to generate a quick working rapport with coworkers and bosses High needs for inclusion and acceptance; gregarious and collaborative Not expected to encounter difficulty comfortably integrating among her fellow officers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates very high on our measures of altruism Self-esteem enhanced when she is able to make a positive impact on the lives of others Sincere in her compassion and willing to extend herself to those in need of assistance Seems more interested in the investigative and customer service aspects of the job Also drawn to the variety, activity, and challenges she anticipates as a police officer Will be polite and respectful in her interactions with the public JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminal justice from an on-line university (2015); no internship Reportedly completed a Citizens Police Academy as part of her associate e2 80 99s degree curriculum at the College of Lake County; accompanied officers on a couple of ride-alongs in 2011 Worked for AT&T for five years advancing from a customer service position to a managerial role with some supervisory functions Since 2017, this applicant has been employed in pharmaceutical and medical sales with four different companies; laid off from three of those positions Not much experience dealing with confrontations or rules enforcement other than occasional disgruntled customers WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Scored high on all measures of conscientiousness Serious about her duties and responsibilities; thorough and organized Active and energetic individual who likes to be busy and occupied Should prove to be a productive officer who will strive to meet or exceed departmental performance standards; high needs for achievement Expected to be reliable, dependable, and competent in her basic work habits RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Idealizes her parents; raised with a healthy respect for those in positions of power and authority over her Will be respectful and accommodating in her interactions with supervisors, but likely to ask plenty of questions to ensure she understands expectations Appears to be generally disciplined and structured in her approach to duties and assignments Very open-minded and eager to learn; will make good use of constructive criticism when it is provided No terminations or disciplinary actions taken against her throughout her extensive employment history ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Confident, engaging, and well-spoken; patient and attentive listener Not easily intimidated or rattled in the face of confrontation or negativity; solution-focused May be a bit too patient and empathic at times (especially in this line of work) At the same time, we found her to be politely assertive; above average emotional intelligence With the proper training and some experience under her belt this area has the potential to become a strength for this applicant LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Quite candid and open in discussing the regrets and disappointments she has had in her life thus far Came across as honest and straightforward in acknowledging her own contribution to problems and setbacks when they occurred Experimented with marijuana about e2 80 9csix to ten times e2 80 9d between 2013 and 2015 No brushes with law enforcement other than filing an assault charge against a coworker who attacked her a couple of years ago while she was working as a part-time bartender Financially prudent and responsible Lived independently for a short time, but recently moved back in with her parents as she is in the testing process for various police positions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, even-keeled, and relatively well-adjusted; not easily angered or rattled Not prone toward prolonged periods of worry or depression Tends to roll with the punches when faced with frustration and obstacles; positive attitude Supportive base of family and friends with whom she enjoys a couple of social and recreational interests Positive self-image; should be able to cope adaptively with the negativity and resistance she will encounter on the streets in this line of work Special Training & Orientation Concerns Poised and somewhat polished recruit with an amiable and engaging personality. Will fare well with customer service aspects of the job, but will need to develop a more authoritative bearing and command presence. Bright, motivated, and eager to learn. This individual should prove to be trainable and coachable throughout her field training and probationary period. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Ms. Vasquez provided a neatly typed account of her personal and professional background which was informative, but missing some vital details and some spelling and grammar errors. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability. For the most part, Ms. Vasquez was able to express herself in complete and coherent sentences that contained proper syntax and punctuation, as she did much better on these additional writing samples. A bright and articulate person with a very good vocabulary, Ms. Vasquez may need some guidance and reminders about the importance of details and professionalism in her report writing and documentation. Overall, we evaluate Ms. Vasquez to possess above average mental ability. This assertion is supported by her academic and occupational accomplishments to date, and by her scores on our standardized test of cognitive ability cited above. Ms. Vasquez attended Warren Township High School for one year before transferring to a very small private Christian high school for her final three years with a graduating class of six. Nevertheless, she excelled academically, and went on to earn her associate e2 80 99s degree in liberal arts from CLC in 2012. Thereafter, Ms. Vasquez was awarded her bachelor e2 80 99s degree from Columbia College of Missouri in 2015, majoring in criminal justice. Throughout her college years, this energetic and determined individual worked full-time and received excellent grades. All things considered, Ms. Vasquez has the ability to master the essential information and skills required for the position in question. PART IV Ms. Vasquez is the second of three children who spent her developmental years in Gurnee, where she attended both public and private schools. An outstanding student in high school, Ms. Vasquez had an interest in law enforcement at the federal level upon entering college. While working full-time in various sales positions, furthered her formal education in criminal justice, but has not had much direct exposure to law enforcement operations other than her graduation from the Gurnee Police Department e2 80 99s Citizens Police Academy in 2011. After several years in pharmaceutical sales in which she was making e2 80 9cgood money, e2 80 9d the instability of that line of work marked by three lay-offs precipitated her decision to return to her original goal of a policing career. Since June of 2018, Ms. Vasquez has been applying to selected suburban departments, the Lake County Sheriff e2 80 99s Office, and the Illinois State Police, and she appears to be moving forward with a couple of those agencies. Based on our observations and assessment, we evaluate Ms. Vasquez to be an acceptable applicant for the position in question, as she received favorable ratings on all but one of the key dimensions connected with success as a municipal police officer. A bright and engaging individual, Ms. Vasquez certainly brings many positive attributes to the position in terms of her strong customer service background, work ethic, and ability to effectively engage and connect with others in a helping capacity. While we found her to be a confident and assertive person, Ms. Vasquez does not come across as particularly authoritative in bearing and demeanor. In this regard, this applicant will need to develop more of a command presence which will only enhance her strong communication skills. Over time, we expect her to emerge as a competent and capable officer who should prove to be energetic and productive in the performance of her duties. In light of our review, we would recommend that Ms. Vasquez be given an offer to work as a Police Officer for the Village of Schaumburg, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Bradley Wadman Village of Mount Prospect USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Bradley Wadman Position: Police Officer Age: 33 Department: Police Department Date: September 11, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and attired in a business suit; professional and mature presentation Positive, engaging, and open in his communication style coupled with imposing physical size and presence Confident and straightforward in his delivery, but not very forceful or over bearing Came across as a friendly, good-natured, and sincere person Should be able to project an approachable and credible presence as a police officer INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and mild-mannered individual who will not have difficulty initiating interaction with coworkers and citizens Above average needs for inclusion and acceptance from others Background in competitive sports; should prove to be a collaborative team player Good-natured and agreeable in his interpersonal style; even-tempered Not expected to have difficulty integrating into the department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Would like more direct engagement and interaction with the public in a helping capacity after assisting others e2 80 9cbehind the scenes e2 80 9d as a pharmacy technician for 16 years Rates high on our measures of altruism Came across as sincere and genuine in his desire to protect and serve the community Also appears to be equally interested in both the enforcement and customer service aspects of the job Looks forward to the mental and physical challenges he anticipates in a policing career Will be respectful and courteous in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in kinesiology from NIU in 2010; also majored in computer science and pre-pharmacy at WIU (no degree) Employed as a pharmacy technician at Sherman Hospital since his sophomore year in high school (part-time while he was in college) Not much exposure to police work other than two ride-alongs with the Western Springs and Des Plaines Police Departments recently; no criminal justice coursework On his behalf, applicant has had to deal with some angry and hostile medical personnel regarding medication issues over the years; but not much direct interaction with the public WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Reliable, consistent, and dependable in his basic work habits Loyal individual who has been at the same job for the past 16 years Rates high on our measures of conscientiousness; serious about his duties and responsibilities For example, he discussed the imperative of being sure of his dosing as lives hang in the balance of his diligence in preparing medication and chemotherapy prescriptions Will do whatever is asked of him; moderate needs for achievement and ascendance RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Positive relationships with most of the authority figures in his life beginning with his parents (even though we suspect his father was a bit overbearing and difficult to please) No terminations or disciplinary actions taken against him throughout his entire employment history Follows the rules; understands the importance of discipline and methodology in his work habits Will be respectful and accommodating in his interactions with his superiors; will voice his opinions from time to time if he has something meaningful to say Open and receptive to new ideas; will strive to make good use of corrective feedback when it is provided ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: The applicant has an imposing physical frame and size, but does not come on strong Fairly confident and direct in his demeanor; pleasant and smiling most of the time Will need to develop a more impactful and authoritative presence in this line of work in certain situations which we believe will evolve with time and training Will rely on tact, patience, and diplomacy when faced with resistance or opposition At the same time, we anticipate that he will hold his own in an argument or dispute LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in revealing some of the regrets and disappointments he has had in his life thus far Probably the most noteworthy of which involved finding a comfortable and viable career trajectory for himself without his father e2 80 99s pressure to remain in the healthcare field Able to acknowledge his own contribution to problems and setbacks when they occurred Not likely to make excuses or blame others when things do not go his way Married for the past five years to a woman he met in high school; devoted husband and father Tried marijuana one time in 2004; no brushes with law enforcement Financially solvent and responsible OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily rattled or angered Even-keeled individual who is not prone toward prolonged periods of worry or depression Supportive base of family and a handful of close and trusted friends Enjoys a few social and recreational interests which help him to relax and blow off steam when necessary Positive self-image and mature; not likely to personalize the negativity and resistance encountered on the streets Special Training & Orientation Concerns Inexperienced applicant who admittedly has a lot to learn with respect to mastering essential job functions. At the same time, he is fairly bright and highly motivated. Although the learning curve may be gradual for him early on in his training and education, a bit of patience and encouragement on the part of his FTO e2 80 99s and immediate supervisors will go a long way with this applicant. May need some guidance and mentoring in order to maximize his potential in developing a command presence when necessary. He has all the tools in terms of physical presence, communication skills, and assertiveness. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities EXCEEDS LEVEL EXCEEDS LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Wadman provided a neatly typed account of his personal and professional background that contained ample details and a bit of elaboration at times. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability. While we would not describe his writing style as particularly polished, this candidate generally expressed himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. At times, he resorted to brief phrases and clauses in his responses. With the proper training and some mentoring, Mr. Wadman should be able to produce informative and professional reports and documentation as a police officer. Overall, we evaluate Mr. Wadman to possess slightly above average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by his scores on our standardized tests cited above. Mr. Wadman graduated from Jacobs High School in 2004 with a reported 3.20 grade point average. During his high school years he was a two-sport athlete participating in wrestling and baseball. Although he wanted to join the military or become a police officer upon graduating, his father dissuaded him of either pursuit by offering him free tuition if he would consider a career in healthcare or medicine instead. Mr. Wadman reasoned that this was an offer he could not refuse and reportedly tried his best to find an enduring interest that approximated with his father e2 80 99s wishes. After three years at Western Illinois University as a computer science and pre-pharmacy major, Mr. Wadman returned home and subsequently transferred to Northern Illinois University where he went on to earn his bachelor e2 80 99s degree in kinesiology in 2010. Throughout his college years, this individual continued to work as a pharmacy technician, and remains in that same job today. All things considered, Mr. Wadman possesses the intelligence and social skills to master the essential information and skills required to become a municipal police officer. PART IV Mr. Wadman is the younger of two children who spent most of his developmental years in suburban Algonquin where he attended local public schools. According to Mr. Wadman, his father was chief administrator at nearby Sherman Hospital, who encouraged him to defer his interests in the military and police work for a career in healthcare. We suspect that his father was and continues to be a very influential person in his life, as his older sister is a nurse and his father arranged for him to start working as a pharmacy technician after his sophomore year in high school. After several twists and turns in his attempts to find a more gratifying vocational path, Mr. Wadman remains in the exact same job 16 years later at Sherman Hospital. Over the past year, Mr. Wadman, with the help of his wife, who is a special education teacher, decided to go after his original goal to become a police officer. Over the past year and one-half, Mr. Wadman has applied to numerous Chicago area police departments, but he has not had much success in the application process yet. Based on our observations and assessment, we evaluate Mr. Wadman to be an acceptable applicant for the position in question, as he received favorable ratings on all but one of the key dimensions connected with success as a police officer. We realize he is a very e2 80 9cgreen e2 80 9d candidate despite his age of 33, as he has not really had to enforce rules or order, nor has he had to deal with irate and angry citizens (other than demanding physicians and nurses who are sometimes unfairly critical of his efforts). He is a solid, stable, reliable, and dependable employee, who comes across as courteous and amiable. We also believe he possesses the assertiveness and self-confidence to succeed in this line of work. Although he may not be a particularly distinguished or experienced candidate, we would recommend that Mr. Wadman be given an offer to work as a Police Officer for the Village of Mount Prospect, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Jeremiah Watts Northeastern Illinois University USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Jeremiah Watts Position: Police Officer Age: 30 Department: Police Department Date: December 3, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and mature presentation Congenial yet a bit stilted, guarded, and formal in his demeanor initially Gradually became more open and revealing as the interview progressed; fairly well-spoken but does not exude much warmth or positive emotion Very respectful and attentive Will be viewed as a capable and engaging officer by students, faculty, and visitors to the campus INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Moderately outgoing and courteous; polite and inoffensive in his manner Above average needs for inclusion and acceptance from others, but few close friends other than family members May appear a bit self-conscious and anxious in his eagerness to fit in with his fellow officers, which may cause him to come across as a bit mechanical or contrived Over time, this individual will gradually relax and fall into a more comfortable and collaborative working relationship with his peers once he feels accepted Generally even-keeled and even-tempered; not prone toward displays of strong emotion (either positive or negative) PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates above average on our measures of altruism Seemed genuine and sincere about his desire to provide a needed service to the public Also drawn to the teamwork, camaraderie, and variety involved in police work Nearly all of his previous jobs have involved some type of public safety or security work Will be respectful and professional in his interactions with citizens JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in criminal justice through an on-line curriculum offered by Penn State University in 2017 Completed the Cook County Sheriff e2 80 99s police academy in 2017; also completed the Illinois Department of Corrections academy (date not specified) Listed several specialized law enforcement training courses and certifications he has accumulated as a correctional officer Worked for a private security company as a site supervisor for over four years Hired as a correctional officer by the IDOC in April of 2015 and was assigned to Statesville Penitentiary for two years Left there to become a full-time police officer in Bellwood, but failed to complete his field training requirements and was asked to resign in November of 2017 Presently employed as a correctional treatment officer assigned to a new unit created by IDOC for mentally ill and psychiatric patients since March of 2018 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Determined, persistent, and committed individual who is willing to make sacrifices in order to improve himself Rates high on our measures of conscientiousness; serious about his duties and responsibilities Consistently employed in some capacity since graduating from high school and worked full-time throughout his college years (which spanned a decade) Expected to be reliable, dependable, and competent in his basic work habits RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents applicant has had positive relationships with most of the authority figures in his life Admittedly a bit rebellious and impulsive during his late teen years, this individual has matured considerably since that time Follows the rules; will adhere to departmental policies and procedures Seems to thrive within the structure, discipline, and clear chain of command involved in paramilitary organizations Reasonably open-minded and receptive to constructive criticism In this regard, we would recommend that corrective feedback be given in direct and straightforward manner with minimal ambiguity ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Mature and capable police presence coupled with good communication skills in both Spanish and English Patient, calm, and level-headed in the face of defiance and challenges to his authority Learned a great deal in prison settings about the importance of diplomacy, tact, and respect in dealing with hostile, manipulative, and mentally ill inmates Nevertheless, we still believe he could stand to improve upon projecting more of a command presence when it is necessary Expected to be firm and fair in his enforcement of laws, ordinances, and university rules LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Very open and candid in revealing some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to problems and mistakes when they occurred Came across as an honest individual who will hold himself accountable for his actions on and off the job Married for the past nine years to a woman he met in his neighborhood at the age of 20 who is studying to become a registered nurse Devoted husband and father to his two sons (aged eight and five) Arrested on a domestic violence charge while arguing with his girlfriend at the time at the age of 18; charges were dismissed and their relationship was reconciled Admitted to smoking marijuana several times during high school; none since 2006 OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; grew up in a rough neighborhood Not easily rattled or angered; tends to roll with the punches when faced with adversity and frustration Test results indicate that he is not prone toward prolonged periods of worry or depression Social but not a very gregarious person; enjoys more private and solitary activities in order to reduce job-related tension and stress Keeps himself in reasonably good physical shape; finds the most relaxation spending time with his family and few close friends Positive self-image; not likely to personalize the negativity and resistance he will encounter on the streets Special Training & Orientation Concerns Although geography was reportedly problematic for him during his field training with the Bellwood Police Department, this individual is certainly capable of orienting himself within a campus environment and the neighborhoods surrounding the university. Although he is reasonably bright and perceptive, this individual will require clear and explicit expectations and guidelines. Once understood, we believe he will do his best to meet or exceed performance standards. May be anxious and self-conscious initially in his attempts to rebuild his confidence after his reportedly disappointing and embarrassing exit from the Bellwood PD. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MEETS LEVEL MEETS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Watts provided a neatly typed account of his personal and professional background that included essential details and a degree of elaboration when it was necessary. In other instances, he seemed a bit evasive in his responses at times. We also administered two other writing samples (one handwritten and the other typed). In all exercises, this applicant demonstrated average writing ability, as he consistently expressed himself in complete and coherent sentences that contained proper grammar, syntax, and punctuation. Overall, this individual is expected to produce informative and professional reports and documentation. Overall, we evaluate Mr. Watts to possess average to possibly slightly above average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by his scores on our standardized tests of cognitive ability cited above. Mr. Watts graduated from a small Jesuit high school in Chicago 2006 with a reported 2.70 GPA. This being a college preparatory school, he was involved in a couple of corporate internships and worked part-time. Yet his ultimate dream was to become a police officer so he began taking criminal justice coursework at two community colleges while working full-time before eventually obtaining his bachelor e2 80 99s degree in that area from an on-line program offered by Penn State University in 2017. According to Mr. Watts, the program was more challenging and demanding than he anticipated, yet throughout his college years this individual maintained a reported 3.60 GPA. All things considered, Mr. Watts has the ability to master the essential information and skills required to become a police officer. PART IV Based on our observations and assessment, we evaluate Mr. Watts to be an acceptable applicant for the position in question, as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. Drawn to a law enforcement career at an early age, we were impressed with this applicant e2 80 99s persistence, diligence, and determination in bettering his qualifications to become a police officer. This applicant struck us as a hardworking, dependable, and conscientious individual who will take his duties and responsibilities seriously. Even though he washed out of the field training program with the Bellwood Police Department, we believe his chances for success as a campus police officer are very good. While he was somewhat vague about his shortcomings and deficiencies during his field training with the Bellwood PD, we were able to glean that he had difficulty with mastering the geography of the community in terms of streets, thoroughfares, and major landmarks, which he tried to remedy as best he could. Secondly, there were concerns about his productivity in making stops and initiating his own activity on the streets. In explaining these shortcomings, Mr. Watts believes he was progressing in both areas, and maintained that he was never quite sure what his numerous FTO e2 80 99s expected of him. We would be very interested to learn of any information regarding his performance there uncovered during his background check. In summation, this applicant possesses many more positives than potential negatives with regard to his suitability and capacity for effective police work. With the proper training, and clear and explicit expectations, we anticipate that he can make the transition from a correctional setting to municipal and campus police work over time. On his behalf, Mr. Watts has a thick skin and has been able to adaptively cope with the negativity, manipulation, and scorn he encountered as a correctional officer, and we expect him to remain poised and even-keeled in handling confrontations and conflicts. Moreover, he will be a reliable, dependable, and competent employee with a fairly positive attitude. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Watts be given an offer to work as a Police Officer for the Northeastern Illinois University Police Department. JWB"', 'b"INDIVIDUAL ASSESSMENT Gregory Wermes Village of Libertyville USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Gregory Wermes Position: Firefighter Age: 29 Department: Fire Department Date: October 18, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within expressed timelines Arrived about 45 minutes early for his appointment and waited patiently Clean-cut and well-groomed personal appearance Neatly dressed and professionally attired in a suit and open-collared shirt Will be perceived as a credible fire medic by his peers, supervisors, and the public INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Will be seen as well-mannered, considerate, and courteous of other people Possesses a polite and pleasant temperament Initially perceived as quiet and reserved by his peers Certain individuals have mischaracterized the candidate as e2 80 9cclosed off e2 80 9d or detached and aloof This is a mistake; once he becomes acclimated to his new surroundings his fellow firefighter/paramedics will appreciate the applicant e2 80 99s easygoing manner In short, he is very likeable PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Comes from a family engaged in public service His father is currently the Chief of Police in Wauconda, Illinois Looks forward to assisting the members of the community who are in need of emergency services Appreciates the chance to function as part of a team Has few complaints about the fire service other than having to cope with the occasional sight or smell that would repel most people JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Received his fire science degree from the College of DuPage in 2015 Earned his EMT-B in 2012 from the College of DuPage Earned his B.O.F. or Firefighter II through the fire agency in Pingree Grove, Illinois, in 2015 Was a firefighter/EMT-B with Fox River Countryside Fire and Rescue from January of 2014 through January of 2016 From September of 2017 through April of 2019, he was a firefighter/EMT-B with the Wauconda Fire Department Since May of 2017, he has been a firefighter/EMT-B with the Carpentersville Fire Department WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Will be appreciated for his hardworking and conscientious attitude Rates high on his need to achieve along with his strong sense of self-discipline Adheres to the rules Is honest; for example, while working at Costco, he discovered a woman e2 80 99s purse that had been inadvertently left in a shopping cart and returned it to its owner Acknowledged that he tends to be careful and cautious in his approach Has been well-regarded at each of his previous places of employment RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Was raised with a healthy respect for those in positions of authority Has a stated preference for wanting a fair amount of structure in his work in order to know exactly what is expected of him Being supervised by a fire officer with a strong personality is preferable to him as opposed to being guided by a more laissez-fire approach Takes his cues from his leaders; if his leaders are calm and composed, he will follow suit Will respond well to a style that reflects leadership-by-example ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Has had significant exposure to emergencies Has also experienced structural fires Over time with his experience, and good training, this person has developed into a highly effective fire medic On the other hand, the applicant admits that he has been criticized over one aspect of his patient care, his transparency According to the candidate, he is totally truthful with patients who inquire about their condition For some of his superiors, they feel that the applicant e2 80 99s approach results in too much information that could unnerve an anxious patient LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Has avoided any brushes with the law; lists only a single traffic citation since he has been operating an automobile Admits to using marijuana on about five occasions He stopped using the substance a number years ago, realizing that its continued usage could have an adverse impact on his career aspirations Can be expected to act responsibly both on and off the job Will hold himself accountable for his actions Presently resides with his father after the latter recently ended a long-term relationship OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Reports no serious relationship at the present time Has a solid support network of friends and family Appears to have no harmful habits which would impair his ability to perform his job He does ride a motorcycle regularly On the other hand, he tends to drink in moderation To help relieve tension and stress, he plays golf and goes to the health club on a regular basis Special Training, Orientation & Concerns Clear-cut expectations for his job performance Coaching and guidance on how transparent he should be with patients in the back of the ambulance PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Wermes submitted a Personal History form that was accurate, but not especially long on sufficient detail. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability, and he made effective use of the appropriate grammar and syntax. Because this candidate is conscientious, we believe that he will pay attention to completing paperwork and forms properly, since they are important in recovering expenses of the department e2 80 99s EMS activities. Furthermore, a review of the applicant e2 80 99s performance on the Wonderlic Basic Skills Test is reassuring and predicts for his ability to learn new information and material. In short, he strikes us as bright, and Mr. Wermes does have an associate e2 80 99s degree to his credit. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, we believe the candidate has demonstrated good judgment and common sense along with empathy, which all relate to the notion of EQ. All things considered, the candidate has the ability to master the essential information and skills required for the position in question. PART IV Based on our observations and assessment, we evaluate Mr. Wermes to be an acceptable applicant for the position in question. The candidate comes from a family invested in public service, where his father is police chief and his mother has served as an administrative assistant with the South Elgin Police Department. For the last five or six years, this person has been pursuing the proper fire service and EMS certifications along with gaining practical, hands-on experience at a number of departments, to include Fox River Countryside, Wauconda, and Carpentersville. Obviously, there is a lot we like about this easygoing and relatively mild-mannered individual. While at first he does not make a lot of effort to initiate social contact with most people, he is polite and respectful. Once he is comfortable and acclimated, he will be much more social in his interactions with his peers in the firehouse. Furthermore, his fellow firefighter/paramedics will appreciate the applicant e2 80 99s willingness to work as part of a team. With encouraging mental ability scores, we think that he will participate enthusiastically in job-related training classes as he is eager to learn and grow in his chosen profession. Furthermore, we see this person as open to feedback and constructive criticism from his superior officers. Committed and hardworking, Mr. Wermes is a good choice for the role. Therefore, in light of our overall favorable review, we would recommend that Mr. Wermes be given an offer to work as a Firefighter for the Village of Libertyville. SAL"', 'b"INDIVIDUAL ASSESSMENT Derrick Wiase Village of Libertyville USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Derrick Wiase Position: Firefighter Age: 24 Department: Fire Department Date: May 6, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Professionally attired and well-groomed for his appointment at our office; genuine and congenial in his presentation Attentive and thoughtful; he is easy to engage in conversation and also a good listener Excitement was apparent about the possibility of working as a firefighter/paramedic for Libertyville Will be perceived as an approachable and credible firefighter/paramedic INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Genuine and honest in his interactions; he is a likeable and friendly person Given his likeable personality traits, this person should have no problem fitting in with a new department Looking forward to joining the firehouse family at Libertyville; he talked about how much he enjoyed his relationships with past and present coworkers His even-keeled demeanor and good-humored nature will be appreciated by his fellow firefighters; will be a reliable team player and take a sincere interest in his coworkers PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Interested in the fire service since he was a youth; he has extended family and friends who are also in the fire service Consistently volunteers a few times each year at food pantries to serve those in need Excited to help those in need and the community at large; sincere and professional in his interactions with members of the public Aware and accepting of the challenges of the field; he is not deterred by the schedule or potential dangers associated with this position JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Associate e2 80 99s degree in fire science from Harper College Community College in 2016 Completed his BOF (2015) through Harper Community College at Elk Grove Township FPD Certified as an EMT-B (2014) through Harper Community College (Northwest Community Hospital); licensed as an EMT-P (2017) through Oakton Community College (Saint Francis in Evanston) Currently works at Superior Ambulance Service and Northfield Fire Department part-time He also worked part time at Wauconda Fire District for a few months, but was unable to sustain three different jobs, reportedly left on good terms At the age of 24, this applicant has prepared himself very well for a fire service career WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed since graduating from high school Worked at a nursing home during his college years This eager individual will be seen as helpful, dependable, and reliable; moderate needs for achievement at this point in his career According to the candidate, he strives to be early for shift while never showing up late, and rarely takes sick days; appears to be a conscientious and focused individual High-energy and motivated candidate will apply himself in a determined manner to achieve his goals and performance standards RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Expected to adhere to departmental policies and procedures Will be honest and open in his communications with his supervisors Acknowledges mistakes and shortcomings; will welcome constructive feedback Prefers working with a supervisor who is knowledgeable and straightforward; given his history of playing team sports, he will respond to a coach-like supervisor Reported no terminations or disciplinary actions throughout his entire employment history This individual enjoys the structure and teamwork and discipline inherent in a paramilitary work organization ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Confident, considerate, and calm in his approach to emergencies Possesses solid communication skills; he will be clear and compassionate in dealing with victims of critical incidents Will develop a quick rapport with most people Admittedly, he has more EMS experience than he does with fire suppression From all indications this candidate e2 80 99s skills in this area will improve with the proper training and experience Will take charge in areas within his range of competence and expertise LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Appears slightly older than his stated age; he will be seen as mature Honest and open about his mistakes; will not hesitate to take responsibility for his actions in a straightforward fashion Other than receiving two minor traffic tickets, this person has generally stayed out of trouble Very minimal unpaid financial obligations to speak of Despite still living with his parents at the age of 24, this candidate has taken steps to establish himself as an independent, self-sufficient adult Has maintained a committed relationship with his girlfriend for the past seven years OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: This person has experienced some challenges throughout his life, and he has coped adaptively to frustrations and obstacles Appears well-adjusted; he is not easily rattled under pressure When work becomes stressful, he takes a deep breath and thinks about what he needs to do to handle the situation at hand Expected to roll with the punches with the more traumatic and gruesome aspects of life in the fire service Enjoys strong support from his significant other of seven years, close friends, and family To relax outside of work, he cooks, plays sports, goes fishing, and spends time with loved ones In our experience, individuals like this candidate will find support in talking things out with his coworkers Special Training, Orientation & Concerns This candidate mentioned that he lacks exposure to fighting fires, but he will be eager to advance his skills in fire suppression Will be eager to learn the standard operational guidelines with a supervisor who will take some time to mentor him. We anticipate this candidate to be a pleasure to supervise. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, he completed all of the required paperwork, and it appeared to have been done conscientiously. Mr. Wiase communicates clearly and concisely both in his verbal and written exchanges. He filled out his Personal History Form sufficiently, while expressing himself using short and succinct responses. His answers were to-the-point, but lacked some polish, and Mr. Wiase may need some guidance on being more descriptive or elaborative in his report writing when necessary. We also administered two other writing samples (both typed). In all exercises, this applicant demonstrated the ability to produce adequate and comprehensible written work, and we expect this to transfer over in his handling of professional reports required by the position in question. Mr. Wiase e2 80 99s scores on our standardized tests are far above average, which are consistent with his level of education and demonstrated communication skills. This candidate possesses intelligence, motivation, and determination, which will undoubtedly help him in succeeding in this field. In addition to his solid intellectual abilities, this candidate shows compassion and empathy for those around him. These characteristics are indicative of emotional intelligence, which will facilitate his ability to enact what he has learned and to connect with others including his peers and community members. Given some of this candidate e2 80 99s strengths, he might end up carrying out public education roles within the department as he grows in his career. Overall, Mr. Wiase has the cognitive abilities and social and emotional aptitudes to perform this job. PART IV Based on our observations and assessment, we evaluate Mr. Wiase to be an acceptable applicant for the position in question. Mr. Wiase currently lives with his parents, two younger siblings, and maternal grandparents in Mount Prospect, Illinois. His parents raised him to value his family first and foremost, and to always be kind to others. This candidate attended public schools growing up, and had his mind set on a career in the fire service from a very young age. We expect Mr. Wiase to enjoy a long-term career in the fire service, given his passion for the field, and self-fulfillment he experiences in this line of work. Mr. Wiase struck us as motivated to serve the community and impressed us with his level of commitment and determination. This inspired young man plans to move closer to the Village of Libertyville with his girlfriend of seven years, so they can start the next phase of their adult life together. It is our impression in talking with Mr. Wiase that Libertyville is a e2 80 9cdestination department e2 80 9d for this candidate. There is a lot to like about this thoughtful and committed individual. He wants to support others on their toughest days and is excited about serving his community in this capacity. We anticipate that he will be very serious about meeting standards and carrying out his responsibilities. We anticipate that he will be a highly trainable recruit. In light of our review, we would recommend that Mr. Wiase be given an offer to work as a Firefighter for the Village of Libertyville. ERL/JWB"', 'b"INDIVIDUAL ASSESSMENT Paul Wislocki Village of Matteson USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Paul Wislocki Position: Firefighter Age: 26 Department: Fire Department Date: October 3, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within expressed timelines Checked in 1.5 hours ahead of the appointed time for his assessment at our office Tall, well-groomed individual Appropriately attired in a suit and tie for his appointment Energetic individual who tends to speak quickly INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Extraverted disposition and can be quite engaging Admits that he likes to joke around, but strangely enough the applicant struggles to understand why certain firefighters do not believe that he takes his job seriously We suspect that this person enjoys being at the center of attention when placed in a group setting Nonetheless, this person projects a positive attitude, which will be good for departmental morale Overall, the applicant appreciates the opportunity to work as part of a team PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Stated that as early as high school, he was hoping for some type of a career in public service as either a police officer or a firefighter The notion of helping save lives is what ultimately drew him to seek a career in the fire service and EMS Working with the members of the community is also very appealing to the applicant The applicant also acknowledges that the e2 80 9clights and sirens e2 80 9d associated with the fire service are extremely motivating for him JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Two associate e2 80 99s degrees from Joliet Junior College: one in fire science awarded in 2015 and the other in EMS awarded in 2016 Also earned his EMT-B through Joliet Junior College in 2014 Received his paramedic e2 80 99s license from Joliet Junior College in 2015 B.O.F. was granted through the Troy Fire Academy Has been employed by Elite Ambulance since July of 2014 In addition, the candidate is currently working for the Plainfield Fire Protection District, a job which he started in May of 2017 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Raised to respect hard work; both parents were raised on small farms in rural Poland The applicant is presently performing two jobs, which results in working between 70 and 80 hours a week This candidate is a conscientious individual who prides himself on his punctuality While the candidate is a committed and hardworking individual, certain coworkers question his seriousness due to his tendency to clown around at the firehouse In light of this concern, this person will have to monitor his behavior to avoid the perception that he is a less than committed and conscientious individual RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Also raised to show respect for those in positions of authority This person respects leadership-by-example Direct and straightforward in his own right, the applicant appreciates supervisors who will offer him frank feedback on his performance Along this same line, the applicant is able to accept constructive criticism as long as it is delivered with the intent of improving his job performance To the candidate e2 80 99s credit, he reports never having been terminated from any previous place of employment, or receiving any kind of disciplinary action against him ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Experienced in dealing with emergencies and trauma Most of his fatalities are from older individuals who have succumbed to cardiac arrests From his perspective, the worst incidents that he has witnessed have involved injury and death to children Admits that the sights of childbirth can be difficult to witness In his behalf, he is able to remain relatively calm and composed Capable of showing empathy for victims and their families LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Morals and ethical values were very much a part of this person e2 80 99s upbringing as he is a first-generation offspring of his parents who emigrated from Poland The applicant reports never having been arrested or even receiving a single traffic ticket On the other hand, he acknowledges smoking marijuana at least 20 times, including during college At the same time, the candidate claims that his last usage of marijuana preceded studying fire science and EMS at Joliet Junior College Presently lives at home with his parents and a twin brother States that he has been in a two-year relationship with a nursing student who he met through friends OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: The fact that the candidate is capable of working between 70 and 80 hours a week speaks to his capacity to endure long hours Surrounded by family and friends, this person has a good support network This individual does not appear to have any harmful habits which would impair his ability to perform the job in question The candidate consumes a rather limited amount of alcohol, no more than three drinks when out with family or friends Outside hobbies and interests include playing sports, fishing, water activities, travel, and cars; constructive activities to help reduce stress Special Training, Orientation & Concerns A word of caution to the candidate about controlling his lighter side to avoid the impression that he is not a serious fire medic Straightforward and direct feedback on his job performance Monitoring his paperwork and report writing to make sure that it is sufficiently detailed and complete PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities DOES NOT MEET LEVEL DOES NOT MEET LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Wislocki offered accurate but rather limited information on his Personal History Form. We observed this same approach when the candidate was asked to complete an exercise describing both a highlight and a setback during the course of his career. This observation is surprising given that the candidate has the capacity to write well as evidenced by his strong showing on the verbal abilities portion of the Wonderlic Basic Skills Test. The difference between the applicant e2 80 99s aptitude to write and the kind of product that he typically produces might speak to selective motivation on his part e2 80 93 investing a genuine and robust effort in tasks that interest him, and less than a genuine effort in tasks that do not (i.e., paperwork). Regardless, when it comes to the applicant addressing the paperwork and report writing aspects of the job in question, he might require closer monitoring than his peers and some encouragement to elaborate and provide pertinent details. We suspect that anything related to school was probably a struggle for Mr. Wislocki. Nonetheless, he has already earned two associate e2 80 99s degrees and certifications in support of his career as a firefighter/paramedic. Mr. Wislocki should not have trouble learning the essential elements of the job. PART IV Based on our observations and assessment, we evaluate Mr. Wislocki to be an acceptable applicant for the position in question. As we stated previously in Part II of this report, Mr. Wislocki is a first-generation son of parents who were raised on farms in rural Poland and came to this country in their twenties. Upon coming to the United States, both parents instilled in their fraternal twin sons such certain traditional immigrant values such as the importance of hard work and getting a good education. The candidate has been a hard worker who has set his sights on public service. As we noted, Mr. Wislocki first considered a career in the fire service and EMS as early as high school. To the candidate e2 80 99s credit, he has remained focused on achieving his career objective by obtaining the proper education, training, and credentials along with valuable, hands-on, practical experience as a firefighter/paramedic. On the other hand, the applicant acknowledges that his lighthearted mood can send mixed signals that he is not as dedicated and serious about his work. In light of this behavior, we would urge his superior fire officers to give Mr. Wislocki direct and frank feedback on his behavior so as to avoid any problems early in his career in the department. Therefore, in light of our overall favorable review of this individual, we would recommend that Mr. Wislocki be given an offer to work as a Firefighter for the Village of Matteson. SAL"', 'b"INDIVIDUAL ASSESSMENT Evan Woodward Village of South Elgin USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Evan Woodward Position: Police Officer Age: 25 Department: Police Department Date: September 6, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut and dressed in a business suit; professional and upbeat presentation Smiling and engaging throughout his entire time at our offices; socially adept Although confident and self-assured, this applicant tends to be rather mild-mannered in his delivery and demeanor May need some guidance in establishing a more authoritative bearing Straightforward and reasonably open in discussing his background and personal life Should be perceived as a credible and approachable officer on first impression by citizens INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Outgoing and very agreeable individual who can probably get along amicably with most people Background in competitive sports and other group activities; team player High needs for inclusion and acceptance from others Will strive to earn the respect and trust of his fellow officers and supervisors through his efforts on the job Considerate and well-mannered; should not have difficulty integrating into the department PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Altruistic individual who feels good about himself when he is able to make a positive impact on the lives of others Appears to possess very good customer service skills; will be polite and professional in his interactions with citizens Drawn to the mental and physical challenges he anticipates in a law enforcement career Also stated that the opportunities to work independently and with a group attracted him to police work JOB PREPARATION relevant work and life experience Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in sociology / criminology from the University of Iowa in 2016; MBA from Roosevelt University in 2017 As part of his bachelor e2 80 99s degree program applicant completed two three-month internships with the Cedar Rapids PD and the Naperville PD respectively During his college years applicant worked as a resident assistant for three years Hired by the Buffalo Grove PD in March of 2018; completed SLEA academy but failed to get through his field training Worked briefly as an armored car driver and as an aquatics supervisor before being hired as a part-time officer with the Sleepy Hollow PD in June of 2019 Recently gained full-time status with the SHPD in August of 2019 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Consistently employed in some capacity since his high school years and throughout college; shows a solid work ethic Active and energetic individual who likes to remain involved and busy High needs for achievement and competence; positive attitude Will strive to meet or exceed departmental performance standards Reliable, dependable, and dutiful in his basic work habits RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, teachers, and coaches applicant has had positive relationships with most of the authority figures in his life Expected to be respectful, open, and accommodating in his interactions with his superiors Follows the rules; will adhere rigidly to departmental policies and procedures Open and receptive to constructive criticism; will make an effort to satisfy supervisory expectations ASSERTIVENESS-DIPLOMACY ability to enforce rules, tactfulness Strong Acceptable Marginal Poor COMMENTS: Socially adept and fairly confident in his demeanor and communication style Conversely, this individual does not come across with much authoritative impact in his bearing and delivery Expected to be fair and firm in his enforcement of laws and ordinances Appears to be equally motivated to perform both the customer service and enforcement aspects of the job Will need further guidance and increased experience in order to develop more of a command presence when it is required of him LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Fairly open and candid in revealing some of the regrets and disappointments he has had in his life thus far Acknowledged his own contribution to problems and setbacks when they occurred Not likely to make excuses or blame others when things do not go his way A rather practical and deliberate person who holds himself accountable for his actions and decisions No brushes with law enforcement; reportedly tried marijuana about five times his second year of college Expected to honor his commitments and obligations OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable, level-headed, and relatively well-adjusted; not easily rattled or angered Not prone toward prolonged periods of worry or depression Positive self-image; not expected to personalize the negativity and resistance he will encounter on the streets Supportive base of family and a large number of close friends; enjoys a few social and recreational interests with them Keeps himself in good physical condition which he believes helps him cope with the routine stress and pressures of police work Special Training & Orientation Concerns Although he is reportedly familiar with the geography of South Elgin, this candidate will need to make it a point to take the extra time to develop a cognitive map of the community rather than being reliant upon GPS apps to find expedient routing to calls. Tends to be rather deliberate and careful in his work habits. May need some reminders to realize when e2 80 9cgood is good enough e2 80 9d in order to enhance his efficiency and productivity. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Woodward provided a neatly typed account of his personal and professional background which included essential details and a bit of elaboration when necessary. We also administered two other writing samples to Mr. Woodward. In all exercises, this applicant demonstrated above average writing ability as he was able to consistently express himself in complete and coherent sentences that contained proper grammar, punctuation, and syntax. According to Mr. Woodward, one of the areas cited as a deficit by his field training officer with the Buffalo Grove PD involved his report writing. Based on our findings, this individual has the capacity to produce professional and informative reports and documentation as a police officer with a bit of mentoring and guidance. Overall, we evaluate Mr. Woodward to possess above average mental ability. This assertion is supported by his academic accomplishments to date, and by his scores on our standardized test of cognitive ability cited above. Throughout his educational career, this individual has maintained above average grades. An academically inclined person, Mr. Woodward obtained his bachelor e2 80 99s degree from the University of Iowa in 2016 as a sociology / criminology major while working part-time throughout as a resident assistant. He went on to receive his master e2 80 99s degree in business administration in 2017. Overall, we believe he is a bright and motivated individual who possesses above average critical thinking abilities. Mr. Woodward has the capacity to master the essential information and skills required to be a police officer. PART IV Based on our observations and assessment, we evaluate Mr. Woodward to be an acceptable applicant for the position in question as he received favorable ratings on all of the relevant dimensions connected with success as a police officer. According to Mr. Woodward, he was not entirely sure about his vocational goals upon entering the University of Iowa in 2012. However, after working in a dormitory as a resident assistant for three years, he had a good deal of interaction with campus and local police while enforcing rules and order with the students residing on his assigned floors. Drawn to the variety, activity, and opportunities to interact and engage others in a helping capacity, Mr. Woodward went on to complete two law enforcement internships and participated in numerous ride-alongs with nearby police departments during his tenure as an undergraduate. Mr. Woodward stated that the biggest disappointment he has experienced in his life thus far was his inability to successfully complete his field training with the Buffalo Grove Police Department despite his efforts to satisfy one of his three FTO e2 80 99s. While we are not in a position to comment on the reasons for his requested resignation from the BGPD, Mr. Woodward was honest in mentioning that his knowledge of the streets and thoroughfares of his hometown was not up to par, and he was cited for poor report writing and marginal productivity during his stay. From a psychological perspective, the alleged deficiencies can be remedied with training and experience. Mr. Woodward reportedly has taken them to heart, as he made it a point to improve in the aforementioned areas during his tenure with the Sleepy Hollow PD to a point in which his self-initiated activity has increased considerably, his reports are acceptable, and he has demonstrated timely response times to calls for service. These areas have improved so much so that he has recently been given the opportunity to serve on a full-time basis at that department. All things considered, Mr. Woodward should prove to be a likable and determined addition to the department over time. In light of our review of his qualifications and personality characteristics, we would recommend that Mr. Woodward be extended an offer of employment to serve as a Police Officer for the Village of South Elgin, Illinois. JWB"', 'b"INDIVIDUAL ASSESSMENT Brian Yamamoto Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for several years. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Brian Yamamoto Position: Firefighter Age: 29 Department: Fire Department Date: March 1, 2016 School Degree Year Graduated GPA Fremd High School Diploma 2004 2.70 Northern Michigan University B.S. Degree 2008 2.70 Recent Employment Position Dates MedEx Ambulance EMT-B 6/14 - present Victory Land Group Assistant Manager 10/09 - 1/14 Nichicon America Group Warehouse Worker 6/06 - 6/08 Licensures & Certifications Where Earned Dates EMT-B Romeoville Fire Academy Unlisted Firefighter-Basic Bensenville Fire Academy Unlisted Military Branch Service Years Highest Rank Terminal Rank Type of Discharge Did not serve Father e2 80 99s Occupation Mother e2 80 99s Occupation Birth Order Childhood Residence Accountant Dietitian Youngest of four Palatine, IL Professional and Civic Affiliations Hobbies and Interests Knights of Columbus Sports Snowboarding Boating PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed professionally Very respectful and cooperative in his demeanor Rather self-conscious, serious. and anxious Open, direct, and straightforward during his interview; gradually relaxed and became more candid Mature and sincere individual; should be able to project a capable and credible presence as a fire-medic INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Rather reserved individual, but with strong needs for inclusion and acceptance from others Highly agreeable and good-natured; even-keeled and even-tempered in his personality predisposition Will be selective in forging close friendships, but will be polite and considerate to all May wait for others to initiate interaction at first Will prove to be a collaborative and team-oriented coworker over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism; feels good about himself when he is able to make a positive impact on the lives of others Kind and considerate; expected to be respectful and courteous in his interactions with citizens Also drawn to the variety, activity, and mental and physical challenges he anticipates in the fire service The teamwork and brotherhood of the fire service are very important to this individual JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Bachelor e2 80 99s degree in marketing from Northern Michigan University (2008) Employed as an assistant operations manager for a furniture company for over 4 years; supervised 20 employees in a warehouse Paid his own way through the Bensenville Fire Academy and earned his EMT-B certification through the Romeoville Fire Academy Has been employed as a medic with MedEx Ambulance since June of 2014 WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Instilled with a solid work ethic by his hardworking parents; takes his duties and responsibilities very seriously Rates high on our measures of conscientiousness Detail-oriented, thorough, and diligent Reliable and dependable individual with high needs for competence and accuracy Will strive to earn the respect and trust of his coworkers and supervisors through his efforts on the job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Is not likely to require a lot of face time with his superiors; will focus on listening and meeting their expectations Dutiful and compliant; interactions with superiors will be respectful and accommodating Follows the rules; will adhere to departmental policies and standard operating guidelines Can be a bit hard on himself with mistakes Will be open and receptive to corrective feedback and constructive criticism ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: May come across as a bit mechanical and self-conscious under pressure initially due to his personality and inexperience Has handled some relatively minor emergencies during transports competently and capably as an EMT-B Fairly bright and level-headed; expected to utilize sound judgment and common sense in stressful situations With the proper training and further experience under his belt, we expect this candidate e2 80 99s skills to improve over time in this area LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in reporting some of the regrets and disappointments he has had in his life with the foremost one being not pursuing a fire service career earlier in his life Acknowledged his shortcomings and developmental needs in an objective manner; has made an effort to improve upon them Living independently for several years with a roommate; self-sufficient and financially responsible Admitted to experimenting with marijuana twice during his early high school years No encounters with law enforcement OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and level-headed individual; relatively well-adjusted with a positive self-image Seems to operate under a good deal of self-imposed pressure; can be rather self-critical after mistakes Debriefing and talking things out with his coworkers after difficult or troubling calls for service have been most helpful for him Supportive base of family and a handful of close friends Enjoys a couple of recreational and social activities that help him relax and blow off steam when necessary Special Training, Orientation & Concerns Sincere and highly motivated individual who discovered the fire service a bit later than most as a viable career choice. Limited experience and exposure to fire service operations. Mr. Yamamoto is alert, attentive, and very trainable; expected to catch on rather quickly during his probationary period. Gregarious and team-oriented but not very outgoing. It may take a while before he feels accepted by his peers. PART III Mental Ability Scores Exercise Below Average Average Above Average Watson-Glaser Critical Thinking Appraisal Test (assess logical reasoning skills & ability to make critical evaluations of arguments & assumptions) Norms for Firefighters 52 52 52 Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assess intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities 470 470 470 470 Quantitative Abilities 215 215 215 215 With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Yamamoto provided a neatly printed account of his personal and professional life on paper. Not only did he include any and all essential details, his writing bordered on calligraphy in terms of legibility and clarity. In addition, Mr. Yamamoto expressed himself in complete sentences that contained proper grammar, syntax, and punctuation. We do not foresee this individual encountering difficulty producing professional and informative reports as a firefighter and medic. Overall, we evaluate Mr. Yamamoto to possess average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by the manner in which he was able to express his thoughts and ideas (orally and on paper) during his assessment. Mr. Yamamoto graduated from Fremd High School in 2004 with a reported 2.70 grade point average. While he was in high school, he participated in sports for the first two years, and he also worked part-time during the summer months. With his generous father offering to entirely fund his college education, Mr. Yamamoto was admittedly uncertain of his vocational direction upon entering Northern Michigan University. Reasoning that that he could probably find the most job opportunities with a business degree, he went on to obtain his bachelor e2 80 99s degree in marketing in 2008, graduating with a reported 2.70 GPA. Now that his career path has changed to a profession he is much more interested in, we anticipate that Mr. Yamamoto will not have much difficulty mastering the essential information and skills required to become a firefighter and paramedic. PART IV While growing up in suburban Palatine, Mr. Yamamoto attended local public schools, and he developed a number of close friendships that endure to this day. The youngest of four children, Mr. Yamamoto followed the rules, and he did whatever his parents and authority figures expected of him. According to Mr. Yamamoto, he enjoyed his experience at Northern Michigan University as a business major, but was admittedly not particularly enthralled with the coursework or future job prospects in corporate America. Nevertheless, this conscientious individual did what he had to do in his first job as an assistant warehouse manager for a furniture company. During his interview, Mr. Yamamoto recounted an interesting story regarding his venture into the fire service, which he had never considered previously. In 2012, Mr. Yamamoto e2 80 99s townhouse caught fire, and he was so impressed with the kindness, precision, and teamwork displayed by responding firefighters that he began asking questions of the firefighters on scene after the fire was successfully contained. When a member of that department returned to his home a week afterward to check on him and the status of his townhome, Mr. Yamamoto realized that the type of care and concern demonstrated by these firefighters resonated with him. From that point on he began finding ways on his own to learn more about how to better his qualifications in order change careers and become a firefighter. Along this line, Mr. Yamamoto financed his own academy training at the Bensenville Fire Academy and obtained his EMT-B through the Romeoville Fire Academy where he was able to get some ride time as part of their training. Overall, we found Mr. Yamamoto to be a sincere, mature, and motivated candidate who will apply himself in a diligent and dutiful manner going forward as he furthers his experience. Although he may be a bit shy and reserved initially, he is a gregarious individual, who will get along amicably with his peers and superiors over time. Based on our observations and assessment, we evaluate Mr. Yamamoto to be an acceptable applicant for the position in question. In light of our favorable review, we would recommend that Mr. Yamamoto be given an offer to work as a Part-Time Firefighter for the Countryside Fire Protection District. JWB"', 'b"INDIVIDUAL ASSESSMENT Brian Yamamoto Village of Schaumburg USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Brian Yamamoto Position: Firefighter Age: 33 Department: Fire Department Date: July 9, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Neatly groomed and dressed professionally Very respectful and cooperative in his demeanor Humble, serious, and easy to engage in conversation Open, direct, and straightforward during his interview; gradually relaxed and became more candid Mature and sincere individual; will project a capable and credible presence as a firefighter/paramedic INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Rather reserved individual, but with strong needs for inclusion and acceptance from others Highly agreeable and good-natured; even-keeled and even-tempered in his disposition Will be selective in forging close friendships, but will be polite and considerate to all May wait for others to initiate interaction at first Will prove to be a collaborative and team-oriented coworker over time PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Rates high on our measures of altruism; feels good about himself when he is able to make a positive impact on the lives of others Kind and considerate; expected to be respectful and courteous in his interactions with citizens Also drawn to the variety, activity, and mental and physical challenges he anticipates in the fire service The teamwork and brotherhood of the fire service are very important to this individual JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Currently works at Countryside Fire Protection District where he has worked since April of 2016 Earned his EMT-P in June of 2018 through Condell Paramedic School in Libertyville Paid his own way through the Bensenville Fire Academy in 2015 and earned his EMT-B certification through the Romeoville Fire Academy in 2014 Employed with MedEx Ambulance from June of 2014 to July of 2018 Bachelor e2 80 99s degree in marketing from Northern Michigan University (2008) Employed as an assistant operations manager for a furniture company for over 4 years; supervised 20 employees in a warehouse WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Instilled with a solid work ethic by his hardworking parents; takes his duties and responsibilities very seriously Rates high on our measures of conscientiousness Detail-oriented, thorough, and diligent Reliable and dependable individual with high needs for competence and accuracy; does not show up late and rarely takes sick days Will strive to earn the respect and trust of his coworkers and supervisors through his efforts on the job RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Not likely to require a lot of face time with his superiors; will focus on listening and meeting their expectations Dutiful and compliant; interactions with superiors will be respectful and accommodating Follows the rules; will adhere to departmental policies and standard operating guidelines Can be a bit hard on himself with mistakes and is motivated to improve Will be open and receptive to corrective feedback and constructive criticism ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: May come across as logical and mechanical in the face of emergencies, once a situation is under control, he should demonstrate good bedside manner Has handled plenty of critical emergencies during his time at Countryside Fire Protection District Fairly bright and level-headed; will utilize sound judgment and common sense in stressful situations With additional experience under his belt, we expect this candidate e2 80 99s skills to continue to improve over time in this area LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Open and candid in reporting some of the regrets and disappointments he has had in his life with the foremost one not pursuing a fire service career earlier in his life Acknowledged his shortcomings and developmental needs in an objective manner; has made an effort to improve upon them Living independently for several years; self-sufficient and financially responsible Admitted to experimenting with marijuana twice during his early high school years and taking Adderall that was not prescribed to him one time in college No encounters with law enforcement OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Stable and level-headed individual; relatively well-adjusted with a positive self-image Operates under a good deal of self-imposed pressure; can be rather self-critical after mistakes Debriefing and talking things out with his coworkers after difficult or troubling calls for service have been most helpful for him Supportive base of family and a handful of close friends Enjoys a couple of recreational and social activities that help him relax and blow off steam when necessary Special Training, Orientation & Concerns Sincere and highly motivated individual who should be a pleasure to supervise. Mr. Yamamoto is alert, attentive, and very trainable; expected to catch on rather quickly to the processes and procedures in a new department. Gregarious and team-oriented but not very outgoing. It may take a while before he feels accepted by his peers. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Yamamoto provided a neatly typed account of his personal and professional life. Not only did he include essential details, he also provided a sufficient level of clarity. In addition, Mr. Yamamoto expressed himself in complete sentences that contained proper grammar, syntax, and punctuation. We do not foresee this individual encountering difficulty producing professional and informative reports as a firefighter/paramedic. Overall, we evaluate Mr. Yamamoto to possess average mental ability. This assertion is supported by his educational and occupational accomplishments to date, and by the way he was able to express his thoughts and ideas during his assessment. Mr. Yamamoto graduated from William Fremd High School in 2004 with a reported 2.50 grade point average. While he was in high school, he participated in sports for the first two years, and he also worked part-time during the summer months. With his generous father offering to entirely fund his college education, Mr. Yamamoto was admittedly uncertain of his vocational direction upon entering Northern Michigan University. Reasoning that that he could probably find the most job opportunities with a business degree, he went on to obtain his bachelor e2 80 99s degree in marketing in 2008, graduating with a reported 2.56 GPA. However, since his career path changed several years ago to pursue a career in the fire service, Mr. Yamamoto has demonstrated commitment to be a firefighter/paramedic. We anticipate he will continue to master the essential information and skills required of a firefighter and paramedic. PART IV While growing up in suburban Palatine, Mr. Yamamoto attended local public schools, and he developed a number of close friendships that endure to this day. The youngest of four children, Mr. Yamamoto followed the rules, and he did whatever his parents and authority figures expected of him. According to Mr. Yamamoto, he enjoyed his experience at Northern Michigan University as a business major, but he was admittedly not particularly enthralled with the coursework or future job prospects in corporate America. During his interview, Mr. Yamamoto recounted an interesting story regarding his venture into the fire service, which he had never considered previously. In 2012, Mr. Yamamoto e2 80 99s townhouse caught fire, and he was so impressed with the kindness, precision, and teamwork displayed by responding firefighters that he began asking questions of the firefighters on scene after the fire was successfully contained. When a member of that department returned to his home a week afterward to check on him and the status of his townhome, Mr. Yamamoto realized that the type of care and concern demonstrated by these firefighters resonated with him. From that point on he began finding ways on his own to better his qualifications in order to change careers and become a firefighter. Mr. Yamamoto financed his own academy training at the Bensenville Fire Academy, obtained his EMT-B through the Romeoville Fire Academy, and earned in EMT-P through Condell Paramedic School. Overall, we found Mr. Yamamoto to be a sincere, mature, and motivated candidate who will apply himself in a diligent and dutiful manner to improve himself as a firefighter/paramedic. Although he may be a bit shy and reserved initially, he is a gregarious individual who will get along amicably with his peers and superiors at a new department. Based on our observations and assessment, we evaluate Mr. Yamamoto to be an acceptable applicant for the position in question. In light of our favorable review, we would recommend that Mr. Yamamoto be given an offer to work as a Firefighter for the Village of Schaumburg. ERL/JWB"', 'b"INDIVIDUAL ASSESSMENT Blake Yonan Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Blake Yonan Position: Part-Time Firefighter Age: 22 Department: Fire Department Date: October 19, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Well-groomed and clean-cut personal appearance for his appointment at our office Professionally attired in a business suit and tie Energetic and outgoing demeanor On-line testing materials reveal an attempt to manage his impression in as favorable a light as possible Regardless, this candidate will be perceived as credible INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Friendly and extraverted personality Will be seen as positive and enthusiastic about his work; unlikely to contribute to poor morale in the department Dislikes working in the company of complainers and naysayers Expected to show consideration and respect for those firefighter/paramedics who are more seasoned and experienced Although he can operate independently, his preference is to be part of a team effort Overall, his fellow fire medics will appreciate his upbeat and optimistic attitude PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Clearly states that he does not want a job sitting behind a desk in an office all day As such, an active and fast-paced job appeals to him Given his outgoing and extraverted personality, this applicant will appreciate the opportunity to interact with members of the community on a regular basis The camaraderie and family-like feeling of the fire service is also very appealing to the applicant, which is consistent with our remarks about his excellent interpersonal skills JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Claims to be close to completing his associate e2 80 99s degree in fire science from Harper College in Palatine, Illinois Earned his EMT-B in 2014 and his paramedic e2 80 99s license in June of 2018 through Harper College and Northwest community Hospital Spent three years with the Lake Zurich Fire Explorer e2 80 99s Program Since December of 2015 has been employed by Superior Ambulance, first as an EMT-B and then more recently as a paramedic Spent six months working as an EMT-B with Rescue Ambulance Service WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: As with many first-generation Americans, this person is imbued with a strong work ethic Gainfully employed since high school; worked taking orders at a large restaurant chain in the Chicago area, Portillo e2 80 99s This candidate will take his duties and responsibilities seriously Admits that while working at almost any job, there is a tendency to become complacent Along this line, he admitted that when equipment and supplies are not used each day, he and his fellow paramedics sometimes avoid thoroughly checking their rigs after shift RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Raised with a healthy respect for authority by both parents Prefers a supervisor who will take charge and work alongside the members of their shift In short, the applicant admires leadership-by-example In addition, the applicant will appreciate a supervisor who listens and hears out the needs of his or her shift members Having a positive supervisor is important to this person, since morale flows from the top ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: While driving for Superior Ambulance, he has encountered few serious emergencies Most of his assignments with Superior Ambulance have involved transporting patients from nursing homes to hospitals and various treatment facilities Performed body removals from nursing homes; handed in a calm and rational manner As a newly-minted paramedic, he has dealt with some serious medical cases Still requires time on the job and additional exposure to emergencies and trauma before he can take the lead on calls LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: According to the candidate, his parents instilled in him and his older sister a strong sense of responsibility Growing up, both siblings were assigned a set of chores to complete for each week Has behaved responsibly by never having been arrested or used any illegal substances At present he rarely consumes alcohol On the job as well as off the job, the applicant will hold himself accountable for his actions OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: At past and present places of employment, this individual has remained for considerable lengths of time given his relative youth Applicant anticipates few sources of stress on the job as a firefighter/paramedic other than the time that he will be required to spend away from his family On those occasions where he has been exposed to unpleasant situations e2 80 93 like removing corpses from nursing facilities e2 80 93 he has not been bothered by the task, stating that he does not take such situations personally Appears to have a supportive group of family and friends Away from the job, the candidate plays paint ball and golf as means to relax Special Training, Orientation & Concerns Clearly stated goals and objectives along with well-defined expectations for his performance on the job Continued coaching on how to handle emergencies and trauma PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling AVERAGE AVERAGE Sentence Comprehension ABOVE AVERAGE ABOVE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction n, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL With regard to the candidate e2 80 99s written materials submitted as part of our assessment, Mr. Yonan provided an accurate and detailed account of his personal and professional history. On the written exercise that we administered to the applicant, Mr. Yonan performed acceptably. While he did not elaborate to any great extent, he wrote in clear and organized sentences which utilized proper grammar, syntax, and spelling. As a result, when Mr. Yonan is called upon to prepare reports which lead to the reimbursement of the department for services rendered, he will surely produce the appropriate documentation. The test scores shown above registered by the applicant supplement our positive evaluation of his abilities thus far. As we mentioned in Part II of this report, Mr. Yonan is only a couple classes short of completing his associate e2 80 99s degree from Harper College in Palatine, Illinois. Based on his test results as well as the way he expresses himself verbally and in writing, we believe that the candidate is capable of acquiring further education credentials and advanced firefighter certifications should he decide to pursue them. Overall, we evaluate Mr. Yonan as having the proper mental ability in order to perform the duties and responsibilities connected with the job in question. PART IV Based on our observations and assessment, we evaluate Mr. Yonan to be an acceptable applicant for the position in question. There are many favorable attributes this applicant will bring to his role with the department. The son of immigrant parents from the Middle East, Mr. Yonan was taught the lessons of hard work and responsibility by his folks who modeled such behavior with their own healthy work habits. The candidate claims that he never wanted any kind of job or profession that would place him behind a desk in an office setting. Toward that end, Mr. Yonan gave serious consideration to a career in law enforcement during his years at Buffalo Grove High School. However, after a field trip to a fire station during high school, Mr. Yonan elected to turn his attention toward a career in fire science and emergency medicine. To the candidate e2 80 99s credit, he attends community college in pursuit of his associate e2 80 99s degree in fire science technology and has obtained the necessary credentials of his EMT-B and paramedic license. Mr. Yonan has gained some valuable experience working with a private ambulance company, and he appears ready for the increased pressure and exposure of the fire service. This candidate strikes a balance of work ethic, interpersonal skills, and cognitive ability that will benefit both the department and the candidate as he grows and matures with time on the job. Therefore, in light of our overall favorable review, we would recommend that Mr. Yonan be given an offer to work as a Part-Time Firefighter for the Countryside Fire Protection District. SAL"', 'b"INDIVIDUAL ASSESSMENT Luis Zavala Village of Hoffman Estates USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Luis Zavala Position: Police Officer Age: 23 Department: Police Department Date: November 6, 2018 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Clean-cut, neatly groomed, and appropriately attired in a business suit Rather calm and reserved in his demeanor, yet agreeable and friendly Will be viewed as a capable, sincere, and approachable officer by citizens Appeared fresh and alert after having worked a night shift at his security job prior to his appointment at our office Does night shifts to prepare himself for night shift assignments once hired as an officer Came across as a bit older than his stated age of 23 in terms of maturity and composure INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Background in competitive team sports and involvement with several social and career-related organizations; collaborative and ascendant team player Does not call much attention to himself; capable yet reserved and mild-mannered in his demeanor Exhibits extroverted tendencies once he acclimates to his new surroundings; some leadership qualities apparent with this individual Agreeable and positive person who will be considerate and respectful in his interactions with coworkers, superiors, and citizens Easy to engage in conversation; possesses good listening and communication skills Genuine, straightforward, and encouraging with others PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Altruistic applicant who wants to make a positive impact on the community; sincere about his desire to protect and serve the public Seemed equally motivated to perform both the enforcement and customer service aspects of the job Raised by his parents to e2 80 9cdo the right thing e2 80 9d, and he feels like police work aligns with that value Also drawn to the variety, teamwork, and mental and physical challenges involved in a law enforcement career This individual will be courteous and professional in his interactions with the public JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: Received his B.A. degree in 2018 from Western Illinois University majoring in law enforcement and criminal justice Served as the president of his multicultural fraternity on campus where he used leadership skills to meet the goals of the fraternity and keep the members engaged; in fact, his leadership resulted in his house being named e2 80 9cfraternity of the year e2 80 9d on campus Completed a three-month internship at Elgin e2 80 99s police department; thorough overview and exposure to departmental operations Worked with a moving company, he is not afraid of heavy lifting Currently works with a security company for the past four months providing unarmed security at various venues WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Gainfully employed since high school where he worked in the food industry Disciplined and determined individual who takes his duties and responsibilities seriously Provided an example of staying hours after his shift because no one showed up to relieve him of his duties; he is likely to pick up the slack when needed Rates above average on our measures of conscientiousness Active and energetic; will be seen as hardworking and helpful High needs for achievement and competence; will strive to meet or exceed departmental performance standards RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: Beginning with his parents, this applicant has had positive relationships with the authority figures in his life Respectful and accommodating in his interactions with others including his superiors No terminations, disciplinary actions, or negative feedback from past or present supervisors Will adhere to departmental policies and procedures; will be tactful and appropriate in raising concerns or questions to his superiors Given his respectful attitude, desire to succeed, and open-mindedness, this individual should prove to be a pleasure to supervise ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Even-keeled, fairly confident, and respectful in his demeanor May not come on strong, but will hold the line when his authority is challenged When working on a team, he enjoys membership but will step into a leadership role when he feels that it is necessary Possesses average to above average problem-solving and critical thinking ability Effectively addressed challenges and conflicts in his role as a security officer With the proper training and some experience under his belt we anticipate that his skills in this area will continue to improve over time LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: Candid and open in revealing some of the setbacks he has had in his life thus far Acknowledged his own contribution to difficulties and setbacks when they occurred Sadly, his father was killed by a drunk driver when the candidate was 12 years old Began assuming responsibility for himself and his actions at an early age; expressed gratitude to his family and older siblings for the guidance they provided Struck us as a sincere, honest, and good-hearted person who holds himself accountable for his actions on and off the job Used marijuana a few times in college, rarely consumes alcohol, and has never been arrested Minimal unpaid financial obligations because he worked in order to pay off his debts OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Even-tempered and well-adjusted; should be able to cope with job-related stressors Rates low on our measures of anxiety and depression; tends to roll with the punches when faced with adversity and obstacles Positive and action-oriented; will probably make good use of the support and reassurance he will seek out with his fellow officers if he becomes troubled on the job Demonstrated awareness about potential concerns related to a career in law enforcement Close-knit support system of family and friends To relax, he talks and plays sports with friends, plays video games, and spends time with his family Special Training, Orientation & Concerns Amiable and somewhat reserved individual who will take a little time to feel comfortable on a team. Could stand to improve upon projecting a more authoritative bearing in certain situations, which we believe will evolve with training and experience. PART III Mental Ability Scores Exercise Below Average Average Above Average Wide Range Achievement Test (assesses cognitive abilities) Reading AVERAGE AVERAGE Spelling ABOVE AVERAGE ABOVE AVERAGE Sentence Comprehension AVERAGE AVERAGE Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities MASTERY OF LEVEL MASTERY OF LEVEL With regard to the candidate e2 80 99s on-line materials submitted as part of our assessment, he completed them with care and attention to details. He filled out his Personal History Form in clear definitive statements, although his spelling and grammar could use some improvement. We also administered two other writing samples (one handwritten and the other typed). In an exercise when we asked him to describe a highlight and setback he has experienced, he wrote in an articulate manner and was able to get his points across well. Mr. Zavala was attentive to most details, and again, wrote in clear and complete sentences. Report writing should not be problematic for this conscientious and careful individual. When looking at his Wide Range Achievement Test and Wonderlic Basic Skills Test he scored generally above average when compared to his same-aged peers. Because English is this candidate e2 80 99s second language, it is possible that his bilingual (Spanish) abilities deflated the scores on this test somewhat. In sum, we believe this person to possess above average intellectual abilities, based upon his high school and collegiate grades. Additionally, he demonstrated good emotional intelligence as well, which will serve him well in being empathetic when necessary on the job. All things considered, Mr. Zavala has the ability to master the essential information and skills required to become a police officer. PART IV The youngest of six children, Mr. Zavala spent his developmental years in Elgin where he attended local public schools. At present, Mr. Zavala lives with his sister and her family as he has relied on his siblings a lot after the death of his father in 2007. Initially considering a career in either the medical field or public safety, he is the first of his family to earn a college degree, and Mr. Zavala seemed a bit proud of that accomplishment. Although his nuclear and extended family were a bit skeptical about his selection of a law enforcement career initially, he has gained their support toward his goal of becoming a police officer. With respect to his interpersonal skills, Mr. Zavala is someone who will grow on others in that he will be reserved at first, but then his empathy and sense of humor will surface. Mr. Zavala is likeable, determined, hardworking, and easy to be around. We do not envision this applicant encountering difficulty forging solid and collaborative working relationships with his fellow officers, as he will strive to earn their respect and trust through his efforts on the job. A loyal, disciplined, and sincere person, Mr. Zavala presented with several positive attributes of long-term success as a law enforcement professional, and we believe he will emerge as an asset to the department over time. Overall, we evaluate Mr. Zavala to be an above average candidate for the position in question. In light of our favorable review of his qualifications and personality characteristics, we would recommend that Mr. Zavala be extended an offer of employment to serve as a Police Officer with the Hoffman Estates Police Department. JWB/ERL"', 'b"INDIVIDUAL ASSESSMENT Bradley Zwiener Countryside Fire Protection District USE OF THIS REPORT Access to this report should be restricted to persons for whom its use is intended. This evaluation was conducted for hiring purposes and should be used by personnel concerned with this issue, only. Because the report may contain certain developmental recommendations or special cautions concerning an applicant, we advise that only those managers involved in the supervision of the individual have access to the report. Human Resources professionals involved in hiring decisions may also need to review the reports. Under no circumstances should the information or contents of this report be shared with the applicant unless under the direct supervision of a trained psychologist. We recommend that this report be considered valid for one year. While many of the characteristics of the applicant will not change significantly during that time, others may change enough to alter an individual\'s qualifications (e.g. job preparation, maturation, personal circumstances). Personality does change over periods of time as a result of life experiences, successes and failures over the course of life, and major life events and traumas. In the case of public safety candidates, the exposure to tragic, traumatic, and emotionally charged events in the line of duty, coupled with the need for a quick adaptation to a paramilitary culture predicts for an increased likelihood of adjustment difficulties and possible personality changes quicker than other professions. Moreover, because of the unique combination of skills required for each position, this report pertains to the job in question, only. Therefore, this report is not intended to be used for decisions about future promotions. PART I Name: Bradley Zwiener Position: Firefighter Age: 26 Department: Fire Department Date: November 7, 2019 PART II FIRST IMPRESSION appearance, hygiene, self-presentation Strong Acceptable Marginal Poor COMMENTS: Conscientious about the testing process, followed instructions well, and worked within the expressed timelines Responsive to all forms of communications used for the assessment Punctual for his appointment at our office Clean-cut and well-groomed personal appearance Very casual but neat appearance; wore blue jeans and a long sleeved shirt Badly distorted his test results in order to appear in an overly favorable light INTERPERSONAL SKILLS ability to integrate, sociability Strong Acceptable Marginal Poor COMMENTS: Comes across as overly confident; prone to making inappropriate wisecracks Rates exceptionally high on our measures of extraversion Outgoing and energetic in a social setting Seeks to be at the center of attention Will be perceived quite accurately as rather self-absorbed Looks forward to the camaraderie associated with a career in the fire service Dislikes working around people who are complainers and do not pull their own weight, which, ironically, is an accurate description of this individual PUBLIC SERVICE ORIENTATION commitment to helping others Strong Acceptable Marginal Poor COMMENTS: Possesses exaggerated needs for thrills and excitement Authored a strange and somewhat disturbing remark when asked about what attracts this applicant to the job; he stated, e2 80 9cWho doesn e2 80 99t like fire? e2 80 9d When asked directly about this comment, the candidate quickly added that he wants to learn more about the e2 80 9cscience e2 80 9d of fire This individual made absolutely no mention of helping people or wanting to serve the community He is looking for a job that challenges him and allows him to gain new knowledge JOB PREPARATION relevant work and life experience, education Strong Acceptable Marginal Poor COMMENTS: EMT-B in 2019 from the College of Lake County and Vista Health Systems Signed up for paramedic e2 80 99s school at Highland Park Hospital Spent four years lifeguarding at a private country club in Long Grove, Illinois Employed by Superior Ambulance since August 19th of this year WORK ATTITUDE motivation and self-discipline Strong Acceptable Marginal Poor COMMENTS: Has a history of terminations dating from his youth when he was released from a summer camp where he was a counselor for smoking marijuana In 2018, he was reprimanded at a Harry Carey e2 80 99s Restaurant for swearing at his manager At another company in 2018, he was caught lying about making personal phone calls after denying he did Disciplined this year at a restaurant, the Lazy Dog, for oversleeping Focus, organization, and filtering his emotional reactions have been ongoing challenges for this candidate RESPONSIVENESS TO AUTHORITY ability to adapt to paramilitary setting Strong Acceptable Marginal Poor COMMENTS: As implied in our previous comments about the candidate, he does not like to follow the procedures set forth by his employers Despite his attempt to make himself appear otherwise, this individual struggles to abide by the work rules In a paramilitary organization, like a fire department, he will not be able to handle authority Much of his difficulty with authority stems from his family of origin, where the applicant and his father have repeatedly clashed ASSERTIVENESS-COMPOSURE ability to take charge in emergencies Strong Acceptable Marginal Poor COMMENTS: Having only been employed by Superior Ambulance for just three months, he has very limited exposure to emergencies and trauma Most of his duties to date with Superior Ambulance have involved patient transport On the other hand, the candidate mentioned jumping into action when a person in the car ahead of him at a music festival in Tennessee had apparently lost consciousness We do think that this individual will demonstrate initiative when called upon in emergency situations On the other hand, given his overly confident attitude, he might be inclined to overestimate his capabilities LEVEL OF MATURITY willingness to assume responsibility Strong Acceptable Marginal Poor COMMENTS: This individual has made very poor choices when it comes to the use of illegal substances In particular, he admits to using marijuana in excess of 300 times, with his last usage less than a year ago The applicant has also used ecstasy eight times and cocaine ten times; his last usage of cocaine was only six months ago As recently as this summer he has taken an Adderall which was not prescribed for him Arrested his senior year at ISU for possession of drug paraphernalia The fact that he has used these substances at the same time he was in EMT school is very disturbing OCCUPATIONAL RESILIENCY ability to cope with job stress Strong Acceptable Marginal Poor COMMENTS: Looking for thrills and excitement; when the novelty of the fire service wears off, this person will likely be bored with his job Not surprisingly, he uses thrill-seeking activities as his way of relieving tension and stress; action-oriented activities include snowboarding and playing ice hockey He is likely to consume alcohol in excess, and based on his historical use will probably rely on illegal drugs for stress relief At present this person lives with his mother and stepfather as well as his younger brother which should serve as a support system when troubled The candidate claims that he is not currently in any kind of committed relationship Special Training, Orientation & Concerns As our report implies, this individual is not suitable for the fire service for a number of disqualifying reasons; hence, we will not offer any developmental suggestions as they are unlikely to be effective in the case of this candidate. PART III Mental Ability Scores Exercise Does Not Meet Level Meets Level Exceeds Level Mastery of Level Wonderlic Basic Skills Test (assesses intellectual abilities including word knowledge, sentence construction, information retrieval, and quantitative skills) Verbal Abilities MASTERY OF LEVEL MASTERY OF LEVEL Quantitative Abilities EXCEEDS LEVEL EXCEEDS LEVEL Regarding the candidate e2 80 99s materials submitted as part of our assessment, Mr. Zwiener submitted a Personal History Form that was accurate, and it contained a sufficient level of detail and information. Furthermore, Mr. Zwiener did a nice job with his spelling and grammar on this particular form. We also administered another writing sample which is a discussion of a highlight and a setback during the course of the applicant e2 80 99s career. The applicant demonstrated acceptable writing ability and used the appropriate grammar and syntax, while giving a reasonable amount of pertinent information. All things considered, the candidate has the ability to learn and master the essential information and skills required for the position in question. We base this conclusion on the fact that Mr. Zwiener performed very well on both sections of the Wonderlic Basic Skills Test. Finally, with respect to the notion of emotional intelligence (EQ), or the ability to effectively manage emotions and behavior while navigating the social complexities of the workplace to make the best decisions for positive results, there is no universally accepted test to measure the concept. However, based on our interaction and assessment of Mr. Zwiener, we do not believe the candidate will be capable of showing much empathy for others as he is exceptionally self-absorbed. PART IV Based on our observations and assessment, we evaluate Mr. Zwiener to be an unacceptable applicant for the position in question. There are a number of red flags raised by Mr. Zwiener e2 80 99s assessment that give us cause for concern, and these issues will similarly prove problematic for any future employers. When the candidate was around 11 or 12 years of age, his parents divorced. Mr. Zwiener e2 80 99s relationship with his biological father has been strained at best, and at times it has even turned physically violent. From adolescence forward, this person has struggled to obey the rules and be respectful of authority. During his teenage years, he was terminated for smoking marijuana at an overnight camp in northern Wisconsin, where he was employed for the summer. This would begin a pattern of terminations and disciplinary actions that would follow Mr. Zwiener to the present day. Mr. Zwiener is self-centered and self-absorbed. We have concerns about this individual e2 80 99s ability to deal with people in terms of empathy, compassion, and the ability to convey reassurance during difficult times. As we noted in Part II of our report, Mr. Zwiener has not only used illegal drugs, but he has abused them. Besides an extensive history of drug abuse, the candidate continues to use drugs, to include cocaine. The potential liabilities to the department along with the embarrassment that the candidate could cause over his drug habits are enough to disqualify him from any further consideration as an applicant for the job. Therefore, in light of our highly cautious review of this individual, we would not recommend that Mr. Zwiener be given an offer to work as a part-time Firefighter for the Countryside Fire Protection District. SAL"']