

# The Friedman Group

## Professional Summary

Dr. Alan F. Friedman provides state of the art *post-offer/pre-employment hiring assessments* for police/fire/dispatch personnel using the statistically based **MATRIX – Psychological Uniform Law Enforcement Selection Evaluation** methodology specifically designed to identify potential liabilities to law enforcement and fire departments across 18 areas: **excessive force, discharge of weapon, inappropriate weapon use, off-duty misconduct, chemical abuse/dependency, interpersonal difficulties, procedural and conduct mistakes, criminal and unprofessional conduct, motor vehicle accidents and misuse of vehicles, racially and sexually offensive conduct, lawsuit potential, reprimand, suspension, resignation, and termination potential, and property damage.**

Dr. Friedman also specializes in *Fitness for Duty Evaluations and Threat Assessments* for safety sensitive positions such as police and fire personnel, nuclear power plant operators, flight crews, air traffic controllers, and transportation operators. He regularly provides consultations to agencies and departments on sensitive referral matters and is considered a leading expert in the threat assessment of potentially dangerous employees. He routinely advises law enforcement agencies, corporations, and organizations of all sizes on security issues and risk management strategies. He is experienced as an expert witness and litigation consultant in employment legal cases, both for the plaintiff and defendant, regarding negligent hiring, retention, and supervision. Dr. Friedman has testified in several high-profile cases, including a multi-billion dollar corporation regarding sexual abuse in the workplace and other sexual abuse cases, and a highly publicized death penalty case.

Recent and current clients include multiple police and fire departments, municipalities, hospitals, Alta Resources, Wal-Mart, Wilson Sporting Goods, McDonald's Corporation, Nike, Walt Disney World, Motorola, Phillip Morris, Ophotech, Inc., EyeTech, former Commonwealth Edison, US Postal Service, Honda of America, UPS, FBI, Metra, Zenith Corporation, Manufactured Home Communities, Cook County Probation Department, PACE, former First National Bank of Chicago, Cole Taylor Bank of Chicago, Heald College of California, University of Nevada, Las Vegas, Northwestern University, The University of Chicago, The American College, numerous law firms including Seyfarth Shaw, Clifford Law Offices, and Clausen Miller in Chicago, and High Potential Inc. Dr. Friedman completed a major project establishing a workplace violence prevention program, including policies and procedures, for Honda of America, Mfg., Inc. in Ohio.

Dr. Friedman is an Associate Professor (since 1983) in the Department of Psychiatry and Behavioral Sciences at the Feinberg School of Medicine, Northwestern University and is a Fellow in the Society for Personality Assessment. Dr. Friedman was previously the Chief Psychologist in charge of emergency services at Northwestern Memorial Hospital. He is also a member of the American and Illinois Psychological Associations. He is the senior author of four highly acclaimed MMPI textbooks (Routledge, 3rd ed, 2015) on psychological assessment and pre-employment screening which are frequently cited and used by practitioners and researchers around the country. Author of numerous professional articles, Dr. Friedman has written for various trade publications such as *Security Management Bulletin* and *Security Watch*. Relevant articles include "When and How to Evaluate Fitness for Duty" and "Lessons from Littleton." He currently is completing a book entitled *Managing the High Risk Employee*. Dr. Friedman also authored an invited chapter for the American Bar Association on threat assessment and fitness for duty evaluations. Dr. Friedman is also the senior author of a chapter published by John Wiley & Sons about suicide prediction in a book entitled *Assessment, Treatment, and Prevention of Suicidal Behavior*.

Dr. Friedman earned his Ph.D. in clinical psychology from the University of Cincinnati and interned at Ohio State University Medical School. He completed his Master's degree at California State University and received his undergraduate degree from the University of California.

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## Explanation of Risks and Mitigation of Vulnerabilities

### *Low Average, Below Average, Average, Above Average, High – Fail*

- In an *Above Average* profile, *without* mitigation efforts, there is approximately 75-80% probability of the liability emerging within the first 3 years of service.
- In the *Above Average* candidate, with training to mitigate the vulnerability the *best* improvement is a 49% chance of non-occurrence with a 51% probability of occurrence.
- In an *Average* candidate *without Training*, the liability is likely to occur with 30% probability.
- But *with* training, the *Average* candidate's risk reduces to 5-18% (variability exists because of agency differences in due diligence and conscientiousness: some work hard to make good officers, some try to get by with the minimum, some doing nothing).
- Approximately 80% of candidates will be low, below average, or average.
- Approximately 12-15% will be *above average* risks.
- Approximately 6% - *high risks*.
- Due diligence interventions may involve disclosing the vulnerabilities with the candidates with write-ups, placed in their files, disciplinary contracts, on-line courses through LETN... with certificate to be placed in the file.
- Proposed due diligence language: "discussed with candidate potential vulnerabilities and liabilities determined by the evaluation and addressed agency's and candidates responsibilities in recognizing and mitigating those potentials..."
- Can state simply that your "Academy Training is felt to adequately address the candidates liability potentials" with its emphasis on DT (or whatever issue).
- Dept. or agency's responsibility to sit down with candidate and say "you may not feel this way about yourself, but you profile yourself like officers who, under certain circumstances in the demands of this job, are vulnerable to demonstrating or exhibiting xxxxx. Here's what we are going to do to help you with that vulnerability." Write it up, put it in the file (not a bad idea to have candidate sign it too).
- This will prevent you from successfully being sued for *deliberate indifference* or *negligent hiring*. Other agencies that do this get summary dismissals from litigation. In other words, the Agency and the Law Enforcement Executive did their job.