

Supervision of Police Personnel (Iannone, 7th edition)
Practice Examination

1. _____ denotes the process of directing and controlling people and things so the objectives can be accomplished.
 - a. Management
 - b. Supervision
 - c. Directing
 - d. OrganizationSource: *Supervision of Police Personnel, The Supervisor's Role* Ch. 1, Pg. 2

2. _____ are responsible for production.
 - a. Rules
 - b. Regulations
 - c. People
 - d. Motivation principlesSource: *Supervision of Police Personnel, The Supervisor's Role* Ch. 1, Pg. 2

3. Where does the authority of a supervisor come from?
 - a. within
 - b. his/her peers
 - c. management
 - d. co-workers
 - e. none of the aboveSource: *Supervision of Police Personnel, The Supervisor's Role*, Ch. 1, Pg. 3

4. What can someone do to prepare himself or herself for a supervisory role?
 - a. keep up to date on changes in practices
 - b. gain a good working knowledge of the principles or organization
 - c. understand the principles of performance evaluation
 - d. directing efforts of subordinates into productive channels
 - e. all of the aboveSource: *Supervision of Police Personnel, The Supervisor's Role*, Ch. 1, Pg. 5

5. The responsibility of conducting studies, analyzing data, and inspecting work systems falls into which category?
 - a. personnel officer
 - b. planner
 - c. trainer
 - d. controllerSource: *Supervision of Police Personnel, The Supervisor's Role*, Ch. 1, Pg. 5

6. The process of assigning subordinates as scientifically as possible to the positions for which they are best suited and needed falls under the responsibility as a:
- a. decision maker
 - b. trainer
 - c. controller
 - d. personnel officer

Source: Supervision of Police Personnel, The Supervisor's Role, Ch. 1, Pg. 6

7. A supervisor who develops their employees to be efficient and effective would be covering the responsibility as a:
- a. planner
 - b. trainer
 - c. controller
 - d. personnel officer

Source: Supervision of Police Personnel, The Supervisor's Role, Ch. 1, Pg. 6

8. Following up and determining the rules and regulations have been followed by your subordinates covers the responsibility as a:
- a. controller
 - b. planner
 - c. trainer
 - d. leader

Source: Supervision of Police Personnel, The Supervisor's Role, Ch. 1, Pg. 6

9. Interrelating the various parts of work is known as:
- a. planning
 - b. coordinating
 - c. reporting
 - d. organizing

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 10

10. The duty of supervisory personnel that involves making decisions and embodying them in specific and general orders is:
- a. leading
 - b. planning
 - c. directing
 - d. controlling

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 10

11. _____ plans are those which are prepared to meet exigencies encountered by police.

- a. Tactical
- b. Procedural
- c. Operational
- d. Auxiliary

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 11

12. Plans relating to standard operating procedures are useful as guides to personnel in such activities as serving and processing arrest warrants are:

- a. general
- b. fiscal
- c. tactical
- d. procedural

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 11

13. What provides specific guides to conduct and performance?

- a. policies
- b. rules and regulations
- c. staffing
- d. directing

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 13

14. In order for rules and regulations to be effective they must:

- a. be current
- b. be reasonable
- c. be specific
- d. all of the above
- e. a and b only

Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 13

15. One benefit to straight-line organization is that:

- a. supervisors perform the duties of specialists
- b. supervisors can establish functional definition from the beginning
- c. it is one in which work can be easily divided into units
- d. it is one which can be departmentalized

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg.15

16. The principle that every employee should be under the direct command of one supervisor is:

- a. division of work
- b. span of control
- c. unity of command
- d. delegation of work

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 19

17. What is considered the number of persons one individual can supervise effectively?

- a. delegation
- b. unity of command
- c. span of control
- d. none of the above

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 20

18. _____ relates to the process of committing an activity to another's care.

- a. Delegation
- b. Division of work
- c. Unity of command
- d. Span of control
- e. none of the above

Source: Supervision of Police Personnel, The Supervisor's Function in Organization, Administration, and Management, Ch. 2, Pg. 20

19. When men/women obey because of fear they are:

- a. following
- b. weak
- c. compliant
- d. yielding

Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 28

20. A highly authoritative leader is known to be a/an:

- a. autocratic leader
- b. democratic leader
- c. systematic leader
- d. free-rein leader

Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 29

21. A leader who seeks ideas and suggestions from his subordinates is a/an:
- free-rein leader
 - democratic leader
 - autocratic leader
 - systematic leader
- Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 30
22. A _____ seldom gives subordinates the attention or help they need.
- free-rein leader
 - democratic leader
 - autocratic leader
 - systematic leader
- Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 30
23. What traits of command presence represent leadership?
- dignity
 - ability and qualifications to take command of any situation
 - complete command of mental and physical facilities
 - all of the above
 - b and c only
- Source: Supervision of Police Personnel, Leadership, Supervision and Command Presence, Ch. 3, Pg. 35
24. One of the more effective positive incentives is:
- monthly monetary rewards
 - recognition by peers and supervisors
 - time off with pay
 - all of the above are equally motivating
- Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 34
25. What can be done to motivate a marginal employee?
- give him/her a chance to express his/her dissatisfaction
 - attempt to correct his/her deficiencies
 - ignore the problem and hope it improves with a different supervisor
 - recognition for his/her strong characteristics
- Source: Supervision of Police Personnel, Leadership, Supervision and Command Presence, Ch. 3, Pg. 42

26. _____ orders should be used in situations where complex operations or numerous persons are affected to assure that all receive the same messages.
- verbal
 - telephone
 - strict
 - written

Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 44

27. What is the first step in the decision making process?
- awareness that a real problem exists
 - facts must be obtained
 - evaluate and analyze the facts that have been collected
 - provide a solution
 - none of the above

Source: Supervision of Police Personnel, Leadership, Supervision and Command Presence, Ch. 3, Pg. 45

28. An example of harassment is:
- unjust favoritism
 - improper advancements
 - rude or discourteous language
 - all of the above

Source: Supervision of Police Personnel, Leadership, Supervision, and Command Presence, Ch. 3, Pg. 49

29. What is a by-product of poor training?
- low morale
 - waste
 - ineptitude
 - a and b only
 - none of the above

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 59

30. Which of the following is/are a main reason(s) for training in the organization?
- task performance
 - trained personnel perform better
 - lower turnover
 - a and b only
 - none of the above

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 58

31. What benefits can result from effective training?

- a. less job stress
- b. better pay
- c. greater esprit de corps
- d. a and c only
- e. none of the above

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 61

32. When conditions in the learner's environment are such that they establish in him/herself an attitude favorable to learning, he/she is said to be in a state of:

- a. readiness to learn
- b. repetition
- c. openness
- d. primacy

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 61

33. When experiences are pleasing or satisfying there is usually a desire to repeat the experience. This is an example of:

- a. recency
- b. readiness
- c. primacy
- d. repetition

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 62

34. Things learned first create a strong impression in the mind that is hard to erase. This is the principle of:

- a. recency
- b. primacy
- c. repetition
- d. intensity

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 63

35. Information acquired last is remembered best. This fits the principle of:

- a. primacy
- b. readiness
- c. recency
- d. repetition

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 63

36. Vivid examples of real situations associated with principles taught provide a most effective learning experience. This is the principle of:
- intensity
 - recency
 - primacy
 - vividness

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 63

37. A student's apperceptive base (his/her _____) will materially affect his/her learning rate.
- cognitive abilities
 - personality characteristics
 - past training and experience
 - none of the above

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 64

38. What is/are a cause(s) of different learning rates in students?
- the instructor's teaching abilities
 - personality characteristics
 - past training and experience
 - all of the above

Source: Supervision of Police Personnel, The Training Function: Problems and Approaches, Ch. 4, Pg. 64

39. One of the most common faults in presenting instructional material arises from:
- the speed of the presentation (too fast or too slow)
 - inexperience of the instructor
 - oversimplification
 - not knowing the audience

Source: Supervision of Police Personnel, The Instructional Process, Ch. 5, Pg. 77

40. The most important single cause of ineffectiveness in teaching and of frustration of the educational effort is:
- aimlessness
 - overloading
 - oversimplification
 - none of the above

Source: Supervision of Police Personnel, The Instructional Process, Ch. 5, Pg. 77

41. Quite often the least effective method of teaching is:
- guest speakers
 - lecture
 - role playing
 - simulations

Source: Supervision of Police Personnel, The Instructional Process, Ch. 5, Pg. 78

42. Questions to students requiring thinking and reasoning can be used to reveal the extent to which they have absorbed the material. The most commonly used type of question is the overhead question which are:
- those directed to the entire group with the instructor then choosing one student to answer
 - those asked by one student and relayed by the instructor to another member of the group for an answer
 - those that the instructor "throws back" to the person who asked it
 - those questions that are used to "go over" the key points of the lesson

Source: Supervision of Police Personnel, The Instructional Process, Ch. 5, Pg. 83

43. Communications are easier traveling from:
- superior to superior
 - subordinate to subordinate
 - subordinate to superior
 - superior to subordinate

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 93

44. A principle obstacle to good communication is:
- the difference in status or rank
 - the failure to listen
 - manifestation of superiority exhibited by superiors
 - fear or criticism

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 93-94

45. Static that interferes with the transmission of messages is referred to as:
- interference
 - noise
 - a barrier
 - a distraction

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 94

46. The problem of communications not meaning the same thing to the listener and the speaker could be caused by:
- language barriers
 - feelings of inadequacy
 - filtering
 - fear of criticism

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 95

47. As information is passed from individual to individual, usually a distortion or dilution of content occurs. This is called:

- a. diluting
- b. distorting
- c. filtering
- d. overrefinement

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 96

48. Channels through which communications pass are called the:

- a. communication channels
- b. transmission channels
- c. communications net
- d. communications wire

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 97

49. _____ results from the lack of discrimination in separating relevant and irrelevant information.

- a. Filtering
- b. Misunderstanding
- c. Negative sentiments towards communication
- d. Overload of channels

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 98

50. The _____ of communications has been found to play an important part in their effectiveness.

- a. direction
- b. substance
- c. availability
- d. length

Source: Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 98

51. What is/are critical element(s) to good written communication?

- a. clarity of expression
- b. accuracy
- c. arrangement
- d. all of the above

Supervision of Police Personnel, Interpersonal Communications, Ch. 6, Pg. 104-105

52. _____ involves a process of questioning with the investigator assuming a dominant role.

- a. Interviewing
- b. Interrogating
- c. Talking
- d. Questioning

Source: Supervision of Police Personnel, Principles of Interviewing, Ch. 7, Pg. 112

53. Which of the following is/are NOT true regarding the use of questions in an interview?

- a. questions framed in positive terms are somewhat more suggestive and cause a lessening of caution in response and decrease reliability
- b. the question-and-answer technique is not entirely successful when used during an interview procedure since questions seldom elicit the whole story
- c. an interviewer must recognize that the use of questions may guide the interview away from its true purpose
- d. all of the above are true

Source: Supervision of Police Personnel, Principles of Interviewing, Ch. 7, Pg. 114-115

54. The interviewer should never allow _____ to color his/her judgement.

- a. preconceived attitudes
- b. past experiences
- c. personal prejudices
- d. prior evaluations

Source: Supervision of Police Personnel, Principles of Interviewing, Ch. 7, Pg. 118

55. The most productive source of information used by the police supervisor is the:

- a. grapevine
- b. informal interview
- c. progress interview / employee evaluations
- d. policies and procedures manual

Source: Supervision of Police Personnel, Principles of Interviewing, Ch. 7, Pg. 120

56. There are many limitations imposed on the interview procedure and many combinations of factors that contribute to failures. Most failures occur because:
- of the interviewer's failure to analyze the problem confronting him
 - of the interviewer's failure to prepare for the interview by mastering background data
 - distortions creep into the reporting of results when the facts are interpreted on the basis of subjective impressions rather than objective facts
 - the proven principles and techniques of interviewing are not adapted to the needs of a given situation

Source: Supervision of Police Personnel, Principles of Interviewing, Ch. 7, Pg. 128

57. There are several commonly recognized basic human drives. Which of the following is NOT one of these drives?
- the wish for security
 - the wish for recognition
 - the drive for new experiences
 - the drive for accomplishment

Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 135

58. The drive for recognition is gained from:
- personal accomplishments
 - serving others
 - status and prestige
 - approval from family, associates, peers and society

Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 135

59. The psychological feeling of inadequacy is known as:
- low self-esteem
 - hypercritical attitude
 - inferiority complex
 - neurosis

Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 135

60. The process of talking or acting things out in a permissive atmosphere is known as:
- communicating
 - psychoanalysis
 - purgation
 - catharsis

Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 136

61. Conflicts in motives existing within the individual would be a/an _____ barrier to personality adjustment.
- internal
 - psychological
 - situational
 - intellectual
- Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 139
62. There are several common reactions to frustration. If an individual finds that the efforts needed to fulfill an objective are greater than he/she desires, the individual may react by:
- attacking the source of the frustration
 - attempting to escape from the dilemma by physically or mentally withdrawing
 - adopting an attitude of resignation
 - attempting to justify his failure to achieve his goals by assigning blame to some external object
- Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 144
63. _____ is perhaps one of the most common and one of the most insidious defense mechanisms because it usually cannot be dealt with subtly.
- Rationalization
 - Resignation
 - Escapism
 - Regression
- Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 145
64. When an individual assigns blame to some external object rather than to himself, he is said to have engaged in:
- rationalization
 - regression
 - inculcation
 - projection
- Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 145
65. The defense mechanism wherein someone abandons problem solving for an immature action is:
- infantile fixation
 - immaturity
 - regression
 - arrested development
- Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 146

66. What can be done by a supervisor to prevent job related frustration?
- remove underlying causes
 - help to establish realistic goals
 - provide an opportunity of self-expression
 - all of the above
 - a and c only
- Source: Supervision of Police Personnel, Some Psychological Aspects of Supervision, Ch. 8, Pg. 146-147
67. The _____ stage of a developing drinking problem is a critical period for the problem drinker. Deceiving others, especially his/her supervisors and associates, about his/her drinking problem becomes common for him/her.
- early
 - intermediate
 - late
 - acute
- Source: Supervision of Police Personnel, Special Problems in Counseling and Remediation, Ch. 9, Pg. 156
68. The A-DIME problem-solving method is appropriate for a wide range of performance problems. The "I" stands for:
- instruct
 - initiate
 - implement
 - investigate
 - none of the above
- Source: Supervision of Police Personnel, Special Problems in Counseling and Remediation, Ch. 9, Pg. 159
69. When should a supervisor become involved in a subordinate's personal problems?
- when he/she asks for help
 - when the problem has affected their performance
 - when the supervisor observes a marked behavioral change that persists over an extended period
 - all of the above
 - a and b only
- Source: Supervision of Police Personnel, Special Problems in Counseling and Remediation, Ch. 9, Pg. 163
70. Excessive job stress, or that resulting from personal frustration and inadequate coping skills is known as:
- occupational stress
 - stress syndrome
 - occupational fatigue
 - burnout
- Source: Supervision of Police Personnel, Special Problems in Counseling and Remediation, Ch. 9, Pg. 165

71. What would be symptoms of emotional distress?

- a. anxiety
- b. depression
- c. family discord
- d. occupational stress
- e. all of the above

Source: Supervision of Police Personnel, Special Problems in Counseling and Remediation, Ch. 9, Pg. 165-169

72. Possible causes of _____ may be sense of loss, a fear of failure, overmagnification of the importance of a goal.

- a. burnout
- b. despair
- c. depression
- d. downheartedness

Source: Supervision of Police Personnel, Special Problems in Counseling and Remediation, Ch. 9, Pg. 168

73. Which of the following may cause employee dissatisfaction?

- a. bad lighting
- b. improper temperature
- c. uncleanliness
- d. all of the above

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 176

74. _____ is perceived far more frequently than any other cause as a reason for opposition to rule enforcement?

- a. Concern that organizational rules interfered with their ability to do good police work
- b. Failures of superiors to follow the same rules that the officers are expected to follow
- c. Concern that organizational rules placed undue restrictions on their personal rights
- d. Inconsistency of supervisors in enforcing all organizational rules

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 178

75. Which of the following is/are NOT a symptom(s) of employee dissatisfaction?

- a. "blue Monday" absenteeism
- b. growing inattention to duty
- c. aggressiveness
- d. none of the above

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 181

76. When some factor causes an employee to complain orally, or in writing, is usually referred to as a:
- a. grievance
 - b. allegation
 - c. report
 - d. complaint

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 181

77. When a formal grievance is filed, what is the first step taken?
- a. the employee discusses the issue with subordinates
 - b. the grievance is expressed in writing
 - c. the supervisor receives the complaint
 - d. voluntary arbitration

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 182

78. What is the fourth step taken when a formal grievance is filed?
- a. the complaint is referred to a higher authority
 - b. voluntary arbitration
 - c. the investigation of the complaint is completed
 - d. transfer the grievance to the top level of management

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 182

79. Ninety (90) percent of grievances brought to an arbitration hearing involve:
- a. contractual matters
 - b. discipline brought against an officer
 - c. some factor in an employee's working environment
 - d. unfulfilled employee expectations

Source: Supervision of Police Personnel, Employee Dissatisfaction and Grievances, Ch. 10, Pg. 182

80. The principal responsibility for maintaining an appropriate level of discipline in the unit should rest with the:
- a. police chief
 - b. officers
 - c. command staff
 - d. immediate line supervisor

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 186

81. What purpose(s) does discipline serve?

- a. to facilitate coordination of effort
- b. develop self-control
- c. foster orderliness and efficiency
- d. develop character
- e. all of the above

Source: Supervision of Police Personnel, Discipline Principles, Policies, and Practices, Ch. 11, Pg. 186

82. The form of training and attitudinal conditioning which is used to correct deficiencies without punishment is known as:

- a. affirmatory discipline
- b. positive discipline
- c. constructive discipline
- d. systematic discipline

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 186

83. The form of discipline, which takes the form of punishment, is:

- a. negative discipline
- b. punitive discipline
- c. ameliorative discipline
- d. corrective discipline

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 187

84. The best way for punishment to be effective is to be:

- a. immediate
- b. fair
- c. certain
- d. feared

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 189

85. When a supervisor controls him/herself, in the eyes of others, it can be known as:

- a. upward discipline
- b. reversal of discipline
- c. unsustained discipline
- d. discipline by example

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 193

86. A form of discipline exercised by the subordinates on their supervisor is known as:
- upward discipline
 - reversal of discipline
 - superior discipline
 - ascendant discipline

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 193

87. A state of mind reflecting the degree to which an individual has confidence in the organization and members of his/her group is:
- morale
 - team spirit
 - esprit de corps
 - none of the above

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 194

88. The existence of a sense of common endeavor and responsibility within the group is known as:
- sovereign immunity
 - esprit de corps
 - morale
 - team spirit

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 194

89. Under the doctrine _____, a public entity is liable for the wrongful acts or omissions of its employees who are acting within the scope of their employment.
- sovereign immunity
 - absolute immunity
 - respondent superior
 - responde de corps

Source: Supervision of Police Personnel, Discipline: Principles, Policies, and Practices, Ch. 11, Pg. 196

90. In every such instance of an observed breach of discipline, the supervisor should:
- issue an on-the-spot warning
 - call the matter to the attention of the employee promptly and in private
 - schedule an appointment with the employee to discuss the breach of discipline
 - make a note to discuss this matter with the employee at a later date

Source: Supervision of Police Personnel, Personnel Complaint Investigation Procedures and Techniques, Ch. 12, Pg. 204

91. Anonymous complaints should be treated with the greatest caution and discretion because:

- a. the complainant cannot be contacted to verify the information
- b. the complaint may be made in retaliation for an arrest
- c. of the great impact they may have upon the morale of employees involved
- d. anonymous complaints have no merit

Source: Supervision of Police Personnel, Personnel Complaint Investigation Procedures and Techniques, Ch. 12, Pg. 206

92. Which of the following is NOT true regarding complaints from intoxicated persons?

- a. persons making complaints while intoxicated should always be re-interviewed when they are sober
- b. these complaints are often made by the arrestee in an attempt to evade further criminal action
- c. many of these complaints prove to be totally without merit
- d. the supervisor should wait to investigate the complaint until after the re-interview of the now sober complainant
- e. all of the above are true

Source: Supervision of Police Personnel, Personnel Complaint Investigation Procedures and Techniques, Ch. 12, Pg. 206

93. The investigating supervisor should follow the statutory and case law in his/her jurisdiction and past practices in his/her organization as to whether to grant an accused employee's request for legal counsel before or during the fact-finding interview. Which of the following is/are true?

- a. Unless required, counsel should not generally be permitted during this stage of the inquiry.
- b. Federal courts have held that employees have no right to legal representation during such interviews and could be forced to answer questions concerning performance of their duty
- c. If the questioning focuses on matters which the officer reasonably fears are like to result in punitive action, he/she would be entitled at his request to a representative of his choice who may be present at all times during the interrogation.
- d. all of the above
- e. a and b only

Source: Supervision of Police Personnel, Personnel Complaint Investigation Procedures and Techniques, Ch. 12, Pg. 212

94. Those cases that cannot be resolved by investigation, either because sufficient evidence is not available or because of material conflicts in the evidence, are resolved without further disposition or action and are classified as:
- not substantiated
 - exonerated
 - unfounded
 - not sustained

Source: Supervision of Police Personnel, Personnel Complaint Investigation Procedures and Techniques, Ch. 12, Pg. 220

95. _____ is the highest development need at the supervisor level of management.
- Evaluation and appraisal of employees
 - Developing the supervisor's capacity for motivating others
 - Developing the supervisor's ability to deal with problem employees
 - Enhancement of the supervisor's command presence

Source: Supervision of Police Personnel, Personnel Evaluation Systems, Ch. 13, Pg. 228

96. Which of the following is NOT true regarding personnel rating systems?
- Personnel rating systems are inherently unstable because the instruments are subjective
 - Evaluation systems have been established as a means of improving employee morale by giving employees recognition in proportion to the excellence of their performance
 - A well designed evaluation system with the appropriate checks and balances can reasonably eliminate subjectivity from the ratings
 - all of the above are true

Source: Supervision of Police Personnel, Personnel Evaluation Systems, Ch. 13, Pg. 229

97. _____ is the key to the successful administration of a rating system and is its most usual source of weakness.
- Organizational support
 - Training raters
 - Accuracy of ratings
 - Employee recognition

Source: Supervision of Police Personnel, Personnel Evaluation Systems, Ch. 13, Pg. 231

98. Rating forms usually list a number of traits or characteristics which must be considered by the rater. Not more than _____ traits relevant to the job performed should ordinarily be used for best results.
- eight
 - ten
 - twelve
 - fifteen

Source: Supervision of Police Personnel, Personnel Evaluation Systems, Ch. 13, Pg. 233

99. _____ is/are of the greatest importance to an evaluation system.
- Conformity in ratings
 - Accurate reporting/recording methods
 - The training of the persons who are to do the rating
 - Performance standards criteria

Source: Supervision of Police Personnel, Personnel Evaluation Systems, Ch. 13, Pg. 240

100. The _____ error is by far the most common of all errors in the rating of personnel.
- halo effect
 - recency
 - central tendency
 - leniency
 - personal bias

Source: Supervision of Police Personnel, Performance Rating Standards and Methods, Ch. 14, Pg. 249

101. The _____ error occurs when the rater is unduly influenced by one or two characteristics that have special appeal to him/her.
- personal bias
 - related traits
 - subjectivity
 - overweighting

Source: Supervision of Police Personnel, Performance Rating Standards and Methods, Ch. 14, Pg. 251

102. A valid report is one that:
- measures consistently and reasonably accurately each time it is used
 - is an accurate measurement of the ability it purports to measure
 - has attained similar results by any rater using it
 - is not unduly influenced by subjectivity or chance

Source: Supervision of Police Personnel, Performance Rating Standards and Methods, Ch. 14, Pg. 253

103. Where should a command post be located in the event of a hostage situation?
- as close to the scene of the incident as possible
 - out of sight of the hostage takers
 - upwind of the scene
 - none of the above

Source: Supervision of Police Personnel, Tactical Deployment of Field Forces, Ch. 16, Pg. 290

104. When dealing with an extensive civil disturbance, the supervisor should direct his/her squad in such a manner that the crowd may escape rather than be forced into a position where it must attack the police because no escape route is available. Which of the following is NOT a preferred escape route?
- into an open area where they can do little damage
 - into an area where the crowd can be broken into small segments and dealt with separately as necessary
 - away from an area that is familiar to them as they will be more likely to regroup
 - none of the above

Source: Supervision of Police Personnel, Tactical Deployment of Field Forces, Ch. 16, Pg. 298

105. When should a supervisor withdraw his forces from the scene of an extensive civil disturbance?
- when the danger of flank attack by the mob make his position untenable
 - when the mere presence of the police is inflammatory and is generating hostility
 - when establishing control around the perimeter of the affected area instead of the interior would provide a better defensible position
 - all of the above

Source: Supervision of Police Personnel, Tactical Deployment of Field Forces, Ch. 16, Pg. 299

106. One of the supervisor's first acts at the scene of a labor dispute should be to:
- admonish his subordinates assigned to strike duty that they must not allow themselves to become personally involved in the labor dispute
 - caution his subordinates to avoid any act that might be interpreted as partiality including avoiding using parking lots, telephones and rest rooms of either party
 - to arrange a meeting with the picket captain and a representative of management to discuss ground rules that both parties should be expected to follow if this has not been done previously
 - warn the pickets against illegal actions such as unlawfully blocking entrances and exits to businesses

Source: Supervision of Police Personnel, Tactical Deployment of Field Forces, Ch. 16, Pg. 301

107. Which of the following are true regarding search strategies?
- a. when searching for a wanted person, searching outward from the center of operations has the disadvantage of cornering the suspect
 - b. when searching for a missing child, search all areas that have not already been searched by non-police personnel
 - c. when searching for a wanted person in a multistory structure, whenever practicable, the search should begin at the top of the building and proceed downward
 - d. none of the above

Source: Supervision of Police Personnel, Tactical Deployment of Field Forces, Ch. 16, Pg. 315, 317, 319

108. The key to successful conference leading is:

- a. planning
- b. practice
- c. organization
- d. control

Source: Supervision of Police Personnel, Conference Leading, Ch. 17, Pg. 330

Practice Examination Key

1. a	24. b	47. c	70. d	93. d
2. c	25. d	48. c	71. e	94. d
3. c	26. d	49. d	72. c	95. b
4. e	27. a	50. a	73. d	96. c
5. b	28. d	51. d	74. d	97. b
6. d	29. d	52. b	75. c	99. c
7. b	30. c	53. a	76. a	100. c
8. a	31. d	54. c	77. c	101. c
9. b	32. a	55. b	78. b	102. b
10. c	33. d	56. d	79. b	103. c
11. a	34. b	57. d	80. a	104. c
12. d	35. c	58. c	81. e	105. a
13. b	36. a	59. c	82. b	106. c
14. e	37. c	60. d	83. a	107. c
15. c	38. d	61. a	84. c	108. b
16. c	39. c	62. b	85. d	
17. c	40. a	63. a	86. a	
18. a	41. b	64. d	87. a	
19. d	42. a	65. c	88. b	
20. a	43. d	66. d	89. c	
21. b	44. b	67. b	90. b	
22. a	45. b	68. c	91. c	
23. d	46. a	69. e	92. d	