

Law Enforcement Management
What Works and What Doesn't
Test

1. Upper-level management (commissioners, chiefs, superintendents) are responsible for:
 - I. setting medium-term goals and objectives and ensure those are met by their divisions
 - II. ensuring the department fulfills its overall mission
 - III. day-to-day implementation of policies and procedures by patrol officers and detectives
 - IV. planning and coordinating activities of the department
 - V. maintaining order and controlling criminal activity
 - A. I and II only
 - B. II and V only
 - C. I, II and IV only
 - D. All of the above

2. Line-level supervisors (corporals/sergeants) are responsible for:
 - I. setting medium-term goals and objectives and ensure those are met by their divisions
 - II. ensuring the department fulfills its overall mission
 - III. day-to-day implementation of policies and procedures by patrol officers and detectives
 - IV. planning and coordinating activities of the department
 - V. maintaining order and controlling criminal activity
 - A. III only
 - B. I and III only
 - C. II and V only
 - D. II, III and V only

3. Knowing what everyone in the organization does, and how they interact, can help you:
 - A. Understand the organization as a whole.
 - B. Be able to clearly see what is expected from you.
 - C. See what you should expect from others.
 - D. All of the above

4. Sergeant Michelin comes to you and tells you his boss, Lieutenant Gruff is somewhat tough to get along with. He asks you for some advice so that he may be able to better deal with his boss. You make the below statements, all of which are correct except:
 - A. "Try to maximize your time with him so that you may learn from his experiences."
 - B. "The boss needs you just as much as you need the boss."
 - C. "Learn to work with his quirks, you are the one who must adapt."
 - D. "Let the Sergeant know as soon as possible when you have a serious problem and the solutions you propose, then ask for any recommendations."

5. Captain Davis has just left a meeting with Chief Jules. The captain decides that it would be appropriate to follow up with an e-mail outlining what was discussed and what actions both he and chief agreed to take. What could be the result of such an action?
 - A. The chief may believe that the captain is unclear as to what was spoken about at the meeting.
 - B. It gives both the chief and the captain a last chance option in case there were any misunderstood communications during the meeting.
 - C. The captain may appear to be unorganized for not asking follow up questions during the meeting.
 - D. The chief would appreciate that the captain is addressing his concerns immediately.

6. Which is the new police supervisor's least favorite way to learn their supervisory skills?
 - A. Reviewing the policy and procedures manual.
 - B. Observing their own supervisors
 - C. Trial and error
 - D. Formal training courses

7. What does it take to build a successful career in law enforcement?
 - A. Education
 - B. Training
 - C. Experience
 - D. All of the above

8. Formal education can help officers:
- I. communicate better orally
 - II. perform their duties with less supervision
 - III. communicate better in writing
 - IV. understand their job in context with the many agencies in government
- A. I and III only
B. I, II and III only
C. I, III and IV only
D. All of the above
9. Sergeant Eyres is a “forward thinker” and has been preparing for her next promotion since she was promoted to sergeant last year. She has taken a few steps in preparation for her promotion. Which of the below is not one of those steps?
- A. She has become a mentor.
B. She has learned the rules for getting promoted.
C. She has avoided problems.
D. She has gotten the resources she needs.
10. From outside the department, police supervisors face:
- I. special interest group requests
 - II. competition for limited funding
 - III. media relations issues
 - IV. community accountability situations
 - V. perceived or actual political pressures
- A. I, III, and IV only
B. II, IV and V only
C. I, II, III and IV only
D. II, III, IV and V only
11. Lieutenant Newsome is mentoring newly-promoted Sergeant Osters. He tells the sergeant that his subordinates are watching everything he does and the way he does it. The lieutenant also tells the sergeant that his people will emulate the sergeant in certain areas. These areas include all of the below except:
- A. attitude
B. demeanor
C. work Ethics
D. appearance

12. Captain Quest must make a decision. He has taken the proper procedures in decision-making and is now at the step in which he must consider the consequences his decision will have on the people and circumstances involved. Which of the below decision-making steps is the captain at?

- A. Analyzing the facts
- B. Gathering the facts
- C. Choosing the best decision
- D. Formulating possible decisions

13. Lieutenant Gallows is attempting to set a standard on the quantity of work for his unit. He is trying to avoid the appearance, and any allegation, of “quota setting.” All of the below statements are true except:

- A. He should meet with his sergeants and insist that they increase productivity by using proactive supervisory tactics such as “work sharing.”
- B. He should set the quantity of work to be done at a reasonable level obtainable through reasonable effort.
- C. He can refer to a productivity study.
- D. He can consider his own experience in having “been there” and knowing what it takes to do the job.

14. What is the antidote for unethical, unprofessional, or illegal behavior?

- A. Ethics training at all levels
- B. A properly tailored rules and regulations manual
- C. Proper supervision, management and leadership
- D. Setting the recruitment standards high

15. Which of the below statements is correct with regards to communication?

- A. Include requests for multiple actions in one order to prevent numerous orders from having to be distributed.
- B. If your orders are clear and concise to the receiver, then typically, it should follow that they will be clear and concise as they are passed from level-to-level and person-to-person.
- C. In verbal or written communications, simpler is better.
- D. Use professional wording and articulation when addressing your audience and you will be regarded as a professional.

16. Officer Zerion approaches Sergeant Ingram and says, “Boss, you got a minute?” and then proceeds to inform him of a mistake the officer made on a job which may have negative ramifications on the department. Part of that mistake may, or may not, have occurred due to unclear instructions the sergeant gave the officer at the scene of the job. What is the next step the sergeant should take?
- A. Record all details of the incident.
 - B. Think through the incident logically. Chances are there is less damage than what originally appears.
 - C. Reprimand Officer Zerion for insubordination.
 - D. Formulate a plan of action to correct the mistake and minimize its effect. Inform his supervisor after he has done all he can in his authority and power.
17. Lieutenant Hernandez is speaking to Sergeant Ruiz about developing confidence from his subordinates. Which of the below statements the lieutenant is correct?
- A. It is up to you to clear the way for your people to do their work otherwise they will become frustrated.
 - B. There is much in police work that requires great secrecy.
 - C. Allow rumors to run their course, eventually they will die out on their own.
 - D. Confidence will suffer if you solicit input from your subordinates and then make a decision that goes against that input.
18. Officer Jones showed an exceptional interest in tactical operations. He read up on them on his own and participated in exercises with friends from a neighboring agency. Officer Jones was sent to a critical incident and was able to put his knowledge to the test. He proved he could handle the stress of a critical incident. His supervisor arranged for Jones to attend a special tactics school so he could qualify for a permanent backup position on the Special Tactics Team. Which of the examples does this scenario fit into with regards to showing employees that they are appreciated?
- A. Recognition
 - B. Providing interesting work
 - C. Opportunity for development
 - D. Mentoring

19. A principle known as the _____ principle states that each rank should handle only situations that their subordinate officers have neither the authority nor the capacity to handle.
- A. delegation
 - B. aberration
 - C. deviation
 - D. exception
20. Captain Medlin is reviewing the work of the Traffic Division of which he is the commanding officer. It has become obvious that a substantial portion of the unit is under-performing reasonable expectations. What could be the problem?
- A. Training needs of the unit are not being met.
 - B. There is low morale in the unit.
 - C. Unclear vision and direction.
 - D. Lack of leadership on Captain Medlin's part.
21. Officers are accustomed to gathering facts, making their own decisions based on those facts, and thereby controlling their own destiny. What could happen if Sergeant Martin fails to keep her subordinates informed?
- A. The rumor mill will fill the void.
 - B. Morale will decrease.
 - C. Her subordinates will avoid her.
 - D. She will be regarded as a poor leader by management.
22. Captain Morgan and Captain Sawyer are discussing being commanders and seem to disagree on a specific issue. They make the below statements, all of which are correct except:
- A. When taking over a new unit, it is better to come on a little too strong than a little too weak because it is easier to "back off" a little once authority is established than retake any position weakness gave up.
 - B. Solicit input from subordinates so that they will feel some ownership in the decision making process, even if the decision doesn't go their way.
 - C. Most of the time, a commander should lean toward the autocratic style of leadership to assert their position as the leader.
 - D. Take the time out of your busy day to catch some of your people doing something right.

23. Decision making and problem solving should be made at the lowest possible level in the police organization. Doing so has results in several areas. All of the below are advantages except:
- A. Upper-level commanders can better perform their primary duties of acquiring resources to run the department.
 - B. It allows upper-level commanders to perform strategic planning and manage the budget.
 - C. It relieves upper-level commanders from their responsibilities in dealing with the minutia.
 - D. Satisfaction and confidence is increased in handling different and complex situations without needing help.
24. Which of the following tips are ways to help officers handle difficult situations?
- I. Follow the guidelines
 - II. Take the risk
 - III. Accept responsibility
 - IV. Do the right thing
- A. I and III only
 - B. I, II and III only
 - C. I, III and IV only
 - D. All of the above
25. When explaining changes to your subordinates, not everyone will readily accept them despite your best efforts. When you feel that the subject has been fully presented and discussed, and that a majority of your subordinates will accept the changes:
- A. end the meeting and, if necessary, meet any particular employee one-on-one in your office.
 - B. ask those opposed to present their thoughts and take as long as necessary to “sell them” to the changes.
 - C. finish by stating that, whether they personally agree with the change or not, the changes must be implemented, that you fully support the change, and there will be no further discussion on the matter.
 - D. tell your subordinates that, until you can address the change and modify it, they shall abide by the implementation of the change being discussed.

26. Captain Sullivan can tell when a controversy is on the horizon. He senses that there may be an issue between Lieutenant Hinds and Lieutenant Richards. What should the captain do at this point.
- A. Start asking questions and gathering information.
 - B. Intervene only if the controversy is affecting the work being performed.
 - C. Launch an internal investigation.
 - D. Order both Lieutenants to get along and put aside their differences.
27. There are certain “traps” to avoid when trying to settle a conflict between two parties. Which of the below is one of those?
- A. Don’t focus on the issue involved, focus on their personalities.
 - B. Get emotionally involved in settling the matter as it is to your benefit as well.
 - C. Get to the root of the problem and negotiate a settlement.
 - D. Choose a side that coincides with your ethics and try to make the other party see it your way.
28. The emphasis for a modern-day commander should be on all of the below except:
- A. Team-building
 - B. Customer-service
 - C. Problem-solving
 - D. People-management
29. Phrases such as “We can’t do that,” “That’s the way we’ve always done it,” and “No!” with no explanation or effort to resolve the problem are phrases used by:
- A. autocratic leaders.
 - B. diplomatic managers.
 - C. supervisors with an attitude problem.
 - D. “dinosaur class” of managers.

30. Newly-promoted Sergeant Higgins is asking his boss, Lieutenant Welch, how he should gain respect of the officers in his unit. The lieutenant makes several statements. Which of the below are correct?
- I. Try to keep your promises. If you can't deliver they will respect that you tried.
 - II. Set the ethical and moral standard by maintaining high standards yourself.
 - III. Be sure to take credit when things go right so that your people will see what a successful leader you are.
 - IV. Be fair, do not play favorites, and always enforce the rules even-handedly.
- A. I and II only
 - B. I, II and IV only
 - C. II and IV only
 - D. II, III and IV only
31. Which are the ways that Lieutenant Cox can gain the respect of his sergeants in the area of taking care of his people?
- A. Arrange for the special assignment that they want.
 - B. Protect them from poor assignments.
 - C. Protect them from unfair discipline.
 - D. All of the above
32. Lately there have been negative rumors spreading throughout the Detective Division. Most negative rumors are:
- A. started by disgruntled subordinates
 - B. distortions of the truth.
 - C. temporary and will eventually die on their own.
 - D. traceable and discipline should be meted out to avoid any "copy cats" from starting new rumors.
33. All of the following should be shared with subordinates except:
- A. goals
 - B. department culture
 - C. failure
 - D. learning

34. Because you can't be everywhere all the time, you need trusted subordinates with the background, training, and loyalty to do the right thing, at the right time, for the good of the organization and its goals. There are certain steps a commander can take in developing those capable of assuming such critical roles. Which of the below is one of those steps?
- A. Allow them to be "boss for the day" by letting them run the unit and make decisions.
 - B. Request that adequate personnel be transferred into your unit to be groomed for the position.
 - C. Delegate different types of tasks to them.
 - D. Send them to schools and seminars.
35. Recently, a matter involving an interagency conflict, has been "kicked up" to Chief Finley. There are certain problems and indications with referring issues to a higher authority since interagency conflicts should be worked out at the lowest possible level. These problems and indications include:
- I. a belief that decisions made by upper-management will result in quicker and concrete decisions.
 - II. lack of initiative on the supervisor's part
 - III. poor management skills of the supervisor
 - IV. escalation of the situation
- A. I, II and III only
 - B. II, III and IV only
 - C. III and IV only
 - D. All of the above
36. Policing is a people-to-people business. There is the public, politicians, and commanders, and they all need to know how you can help them. Which is not a guideline that can be followed to satisfy competing interests?
- A. There are minimal standards that your boss and the community will require from you. Do more!
 - B. Develop your communication skills.
 - C. Whatever your community wants of you, you and your people should deliver.
 - D. Be professional and display empathy, understanding, and take appropriate actions.

37. Lieutenant Murphy is wondering if his officers are loyal to him. He knows that loyalty must be developed over time. What can the lieutenant do to develop loyalty?
- A. Help his officers do their jobs more easily by clearing out stumbling blocks.
 - B. Treat all his officers fairly and enforce the rules even-handedly.
 - C. Delegate important tasks to his people in order to show his confidence in them.
 - D. Continually manage in a diplomatic manner getting input from his people.
38. Captain Sharpe has allowed Captain Byrd to select personnel for a new special services unit. The captain only wants the best of the best and is reviewing the departments roster to identify those that can be considered “winners.” There are certain traits that “winners” portray. Which of the below is not one of those?
- A. They solve problems
 - B. They balance work, play, and rest
 - C. They control their own destinies
 - D. They mentor others
39. Chief Price, of Anytown PD, is a progressive leader. He is talking with Chief Thompson, of Nowhere PD, who is not progressive at all and likes to keep things as they are. Chief Price informs Chief Thompson that perhaps the gravest error some administrators commit when they promote new supervisors is:
- A. they thrust them into their new assignments with absolutely no training.
 - B. they promote only those who are good at taking test without consideration as to their leadership abilities.
 - C. they do not transfer new supervisors from the units they have been assigned to so that they do not manage previous peers.
 - D. they do not ensure that the new supervisor is aware of their new role as management.

40. Sergeant Elders retired after ten years as the midnight-shift commander. His replacement, Officer Young, had worked for the sergeant for three years and was excited for his promotion and looked forward to leading the “troops.” Within a month he failed to notify his supervisor about an injured officer and had not completed a report on the incident. There were informal reports of officers repeatedly being off-post and some arriving late consistently. Two of the shift’s most dependable officers requested to be transferred to other shifts. What could be the reason for the new sergeant’s problems?
- A. Lack of respect by his subordinates.
 - B. The sergeant trying to be “one of the guys.”
 - C. Failure to be trained prior to promotion.
 - D. All of the above
41. Which kind of training is ideal when there is anticipation of a promotion?
- A. Training within one year of a new supervisor being promoted.
 - B. On-the-job training under the guidance of an experienced supervisor.
 - C. Basic supervision classes at the police academy.
 - D. Outside training and in-house training.
42. What is the cause of why many departments develop serious personnel, morale and ethical problems?
- A. Lack of clear vision, policy, and rules and regulations.
 - B. Public distrust and disrespect for the police.
 - C. Lack of good command personnel.
 - D. Failure to train and keep officers involved about decisions that affect them.
43. Chief Jurgenson is considering the next round of promotions and considering the steps in personnel development. Which of the below is the easiest step in developing those future leaders?
- A. Ensuring that mentors are available for future leaders.
 - B. Planning to train personnel that will be promoted.
 - C. Ensuring that their careers are free from any stumbling blocks and red tape.
 - D. Identifying future leaders.

44. Lieutenant Orcutt is giving Sergeant White advice on surviving the threatening environment of law enforcement administration. He tells the sergeant, "Failing to _____ is guaranteed to make your life miserable at several points in the future."
- A. please the upper-management bosses
 - B. set up an adequate system of documentation, filing, and retention
 - C. know the contracts of all the unions operating in the department
 - D. monitor local and national public-police relations issues
45. Officer Graham is in Sergeant King's office. The officer tells the sergeant that he believes his paycheck is short on some overtime he worked. Which is the best way for the sergeant to handle this matter?
- A. Tell the officer to document the matter and you will send it through the proper channels.
 - B. Call the payroll department and ask them to check their records as a personal favor.
 - C. Refer the officer to the human resources office to settle the issue on his own.
 - D. Ask the officer to wait until the next pay period and see if the overtime is on that check.
46. There are numerous time-wasters during a commander's workday. Which of the below is not one of the ways on getting a handle on your time?
- A. Add quiet time to your workday
 - B. Make realistic lists
 - C. Limit visitors
 - D. Delegate
47. What is the first question and consideration that must be taken into account when deciding to have a meeting?
- A. Is a meeting really necessary? About 50% of time spent in meetings is wasted.
 - B. Who should attend the meeting? Do not waste the time of those of whom the topic does not concern.
 - C. What will the agenda be? You must be able to control the issues discussed and not be side-tracked.
 - D. What time and where will the meeting be? This way everyone can plan other activities before and after the meeting.

48. The local planning committee for Paradise, NJ has sent a letter requesting that the Chief of Police attend a developer's presentation on a new shopping center. Which of the below would be a proper with regards to this meeting?
- A. In order to continue to have good public relations, the Chief should attend this meeting.
 - B. The Chief could respectfully decline the invitation citing other administrative duties that require his attendance.
 - C. The Chief should delegate the task to one of his subordinates and have that officer remain through the meeting and take notes.
 - D. Call the president of the planning board to determine if another representative could attend in lieu of the Chief.
49. In order to keep meetings on track an agenda must detail what is to be discussed and what the meeting is expected to accomplish. Which of the below statement is inaccurate regarding an agenda for a meeting.
- A. When writing or reviewing the agenda, be sure to note the starting and finishing times.
 - B. An agenda is a fluid guideline to follow. There must be room for flexibility in meetings so that everyone's concerns can be heard.
 - C. The agenda should be sent out in advance so everyone can decide if they should go themselves, or who would be better to send.
 - D. The agenda will help those attending to prepare to discuss the issues being addressed at the meeting.
50. Captain Timely has called a meeting with his three lieutenants and eight sergeants in order to discuss productivity in their respective units. The meeting was scheduled to start at 3:00 p.m. Everyone arrived on time except for newly-promoted Sergeant Lagging, he arrived at 3:10 p.m. What should the captain do to ensure that the sergeant understands that meetings start on time and the sergeant must be there on time?
- A. Discipline the sergeant to set an example to others that tardiness will not be tolerated.
 - B. Gently chide the sergeant to ensure it will not happen again.
 - C. Warn that sergeant that he will be disciplined the next time he is late.
 - D. Ignore the sergeant so as to not disrupt the meeting. Speak to the sergeant one-on-one after the meeting.

51. When delegating a task you must define that task well. Which of the below is also important to give when you delegate a task?

- A. Respect
- B. Authority
- C. Resources
- D. Unlimited Time

52. Chief Connors wants to keep on top of current news, management theories, police technology, and public relations. In addition, he also receives numerous specialized reports from the governing body regarding needs of the community. He is somewhat overwhelmed at the amount of information available and needs to get a handle on the overload. All of the below tips can help the chief survive in the sea of information except:

- A. Evaluate his sources and only use what pertains to his position and department.
- B. Filter out “critical” information from “interesting” information.
- C. Concentrate only reports concerning department’s needs and read other items during his quiet times.
- D. Delegate reading of lengthy reports and have the subordinate advise him if there is anything in it that he needs to know.

53. Many lengthy reports have a(n) _____ summary. Most commanders need to know the conclusion of a study, not the methodology and all of the boring and time-consuming details. Therefore, to save time from reading needless information, read this portion of the report only.

- A. conclusion
- B. recommendations
- C. executive
- D. findings results

54. Captain Busbee used to micro-manage his personnel when he was a sergeant. After being promoted to lieutenant he found that most of his time crunch was work that could just as easily be done by one of his subordinates. He finally understood he must delegate in order to free up his time to address his host of other responsibilities. As a captain, this practice has been detrimental to his success. Which of the below can be delegated?
- I. Policy-making issues
 - II. Disciplinary authority
 - III. Inventories and maintenance
 - IV. Statistical reports
 - V. Projects in specialty areas he isn't good at
- A. I, III, IV and V only
 - B. III, IV and V only
 - C. III and V only
 - D. All of the above may be delegated as long as the subordinate receives delegated authority.
55. When deciding who to delegate a task to, you must consider if your subordinate has all of the below except:
- A. temperament
 - B. willingness
 - C. time
 - D. professionalism
56. All of the below are career traps to be avoided except:
- A. Criticism of others
 - B. Overconfidence
 - C. Overspecialization
 - D. Gossip and rumors

57. There are several problems facing a new commander one of which is unclear policies. There are gray areas in the interpretation of policies and procedures. What could be a solution to this problem?
- A. Senior command staff should reassure new commanders that they will receive support when they make a field interpretation under the circumstances they face.
 - B. New commanders should be tested shortly after they are promoted to ensure they understand policies and procedures.
 - C. New commanders should take part in researching and developing policies in order to fully comprehend them.
 - D. Senior command staff should assign new commanders based on their knowledge, experience and capabilities.
58. Captain Grant has just been promoted and assigned as commander of the patrol division. After a few months, the captain feels that he is not trusted by his superior officer, Chief Sumter, because the chief is constantly meddling in his command. What should the captain do?
- A. Nothing, the chief is the head boss and it is up to the captain to submit to his authority in order to avoid seeming insubordinate.
 - B. Stand up to the chief and say, "Sir, I need to have the freedom to run my own division."
 - C. Allow the chief to become more and more involved in the captain's work. Eventually the chief will realize that he must allow the captain to run the division.
 - D. All of the above are viable options for the captain to take.
59. As a police commander you will sometimes have to criticize the actions of someone in your command. Which of the below are listed as simple guidelines to help you when you must call in a subordinate to say, "You made a mistake."?
- A. Before interviewing the subordinate involved, obtain information from those who may know something about the incident.
 - B. The primary purpose of the criticism is to prevent recurrence of the problem in the future. You should ask yourself, as well as your subordinate, if this problem can be prevented from happening again.
 - C. Give the person the opportunity to present their case and offer an explanation.
 - D. The meeting should begin with addressing the problem, should remain focused on the problem, and should end with a recap of the resolution. There is no need for side items.

60. Which of the below statement is correct regarding insubordination?
- A. Police administrators should know the limits of their authority and how their actions, and those of their subordinates, may be viewed by those who will stand in judgment of the issues.
 - B. Insubordination is simple to define. Roughly stated, “the officer did or didn’t do what he/she was told to do,” and can easily be proven at a hearing.
 - C. Most cases of insubordination brought before hearing officers and the courts pertain to clear-cut, life or death public safety situations.
 - D. Insubordination usually does not involve emotional or historical issues but mostly occur do to poor leadership and management on the part of the immediate supervisor.
61. Lieutenant Daniels gave Sergeant Murray an order to which the sergeant defiantly refused to follow. What should the lieutenant do at this point?
- A. Since personalities enter into the insubordination issue, the lieutenant should consider if he is part of the problem himself.
 - B. File an internal affairs complaint against the sergeant for insubordination.
 - C. Inform the sergeant that his failure to comply may result in disciplinary action.
 - D. Repeat the order and give the sergeant an opportunity to comply before being disciplined.
62. One way to prevent corruption and scandal in a police department is to hire the best people. A department needs to have a formal and detailed background investigation process in place. Who should conduct these background investigations?
- A. The police department’s best and most thorough investigators.
 - B. The police department’s upper-level administrators.
 - C. The jurisdiction’s general personnel department.
 - D. A combination of all of the above.
63. Lieutenant Robins has just been assigned as Commander of the Detective Division. Before any disagreements occur, the lieutenant should:
- A. Call a meeting with the sergeants.
 - B. Maintain a low profile for a short period to observe the operation.
 - C. Get to know the steward of the Detective’s union.
 - D. Quickly establish his command presence by meeting with all his personnel and detailing his expectations.

64. The culture of a department, good or bad, is generally a direct function of the quality of its:
- A. community
 - B. personnel
 - C. leadership
 - D. uniformed division
65. Chief Newman is evaluating the training needs of his department's supervisory personnel. Which of the below is considered the ideal tool for this evaluation?
- A. A detailed examination of job descriptions.
 - B. A formal needs assessment by an independent consultant.
 - C. Conferring with other departments.
 - D. Surveys of incumbents.
66. Sergeant Turner studied hard, excelled on his promotional exam, and was promoted to sergeant recently. Shortly afterwards, the officers in his command kept their distance from the sergeant. They went through the motions, morale was down, and sick leave was up. Sergeant Turner never really felt comfortable in his new position. He was seldom sure of his decisions. What is the missing piece in Sergeant Turner's success puzzle?
- A. He needed more training to effectively deal with his people.
 - B. He needed more experience to have credibility among his personnel.
 - C. He needed more time to cement himself as a leader.
 - D. He needed the will to lead others.
67. Which of the below are traits that nearly all leaders possess?
- I. Humility
 - II. Confidence
 - III. Command presence
 - IV. Adaptive
 - V. Energy
- A. I and II only
 - B. I, II and IV only
 - C. I, II, IV and V only
 - D. All of the above

68. _____ think in terms of solutions. They do not place blame and immediately take step to solve the problem and minimize damage. After the immediate problem is solved, they take steps to ensure it doesn't recur.

- A. Upper-level managers
- B. Leaders
- C. Mid-level managers
- D. Managers

69. Chief Hines wants to ensure that the detectives, uniformed force, and other special units work together well. Which of the below tips could the chief use to accomplish this unity?

- I. Emphasize the common enemy – the criminal element – and the common goal of a safe and orderly community.
- II. Make an effort to recognize each group and acknowledge publicly the efforts of each unit.
- III. Reduce the distance between units.
- IV. Allow the commanders of each unit to meet jointly and discuss operations that may affect other units.

- A. I, II and IV only
- B. I, III and IV only
- C. I and II only
- D. All of the above

70. Which of the below components are considered primary in evaluating a department's culture?

- I. Attitude
- II. Conduct
- III. Appearance
- IV. Professionalism
- V. Public cooperation

- A. I and II only
- B. I, II and III only
- C. I, II, III and IV only
- D. All of the above

71. Captain O'Doyle is great at his job, but he feels he needs more to get ahead. He wants to stand apart from the crowd of other competent members of his department who also want that next promotion. All of the below are ways he can dramatically increase his credibility, visibility and recognition in order to stand out from the rest, except:
- A. Writing a magazine or newsletter article for a trade association or commercial publication.
 - B. Get involved with charitable and/or church organizations.
 - C. Get involved in public speaking engagements.
 - D. Teach as an instructor for the police academy.
72. Just like Captain O'Doyle, Captain Snyder desires to be Chief one day. Captain Snyder is doing other things in order to prepare himself for the opportunity. These include which of the below?
- A. Letting it be known that he is interested in moving up the ladder.
 - B. Volunteering to work at school functions.
 - C. Overspecializing in his training.
 - D. Mentoring his subordinates.
73. Sergeant Payne is a very stressed out supervisor. He is suffering from burnout. Sergeant Stone also feels stress sometimes but he does several things to minimize it and its consequences. Which of the below is one of those things?
- A. He expects much from his subordinates and sets high standards.
 - B. He maintains a neutral attitude.
 - C. He is technically proficient.
 - D. He does not use humor so he does not appear to take his work lightly.
74. Sergeant Yammers and Sergeant Olsen are discussing their disgust for their commander, Lieutenant Rems. They list several of the lieutenant's traits that most sergeants list that create the greatest disdain for their commanders. Which of the below is not one of those traits?
- A. Holding grudges
 - B. Inconsistency
 - C. Being two-faced
 - D. Being political

75. As a successful commander, Captain Kohls appears to always be in command, he is decisive and self-assured to the point that some of his subordinates believe him to be arrogant and egotistical. Is there anything that the Captain can do to avoid this type of allegation?
- A. No, the captain would jeopardize credibility if he changes his “persona.”
 - B. Yes, he can interject an reasonable degree of empathy and compassion into his work.
 - C. No, that is the captain’s “style” and it is his subordinate’s that must conform to him and not the other way around.
 - D. Yes, he can be fair and just with all he encounters, from politicians to subordinates.
76. Captain Picard easily gets caught up in the heavy-duty crisis situations that present themselves to him frequently. However, between crises he makes sure he knows what is happening in the more routine matters of his command. He does this by:
- A. calling a meeting with his lieutenants and sergeants to discuss any issues that may be brewing.
 - B. checking every aspect of his operations from the locker rooms, to the evidence room, to the board room.
 - C. getting the “scoop” off the grape vine to determine the feel of the workers.
 - D. All of the above
77. Today’s police manager needs a solid background in such diverse areas as . All of the below except:
- A. computers
 - B. tactical operations
 - C. cultural diversity
 - D. civil rights law

Law Enforcement Management
What Works and What Doesn't
Test – Answer Key

1. B – Chapter 2, Section 1, page 4
2. A – Chapter 2, Section 1, page 4
3. D – Chapter 2, Section 1, page 4
4. A – Chapter 2, Section 3, page 6
5. B – Chapter 2, Section 3, page 6
6. C – Chapter 2, Section 4, page 8
7. D – Chapter 2, Section 6, page 11
8. C – Chapter 2, Section 6, pages 11
9. A – Chapter 2, Section 7, pages 13-14 (word “become” should be “gotten”)
10. B – Chapter 2, Section 8, page 14
11. C – Chapter 3, Section 1, page 18
12. D – Chapter 3, Section 2, page 19
13. A – Chapter 3, Section 3, page 20
14. C – Chapter 3, Section 3, page 21
15. C – Chapter 3, Section 4, pages 21-22
16. B – Chapter 3, Section 5, page 23
17. A – Chapter 4, Section 1, pages 32-33
18. C – Chapter 3, Section 6, page 25
19. D – Chapter 3, Section 7, page 26
20. D – Chapter 3, Section 8, page 28
21. A – Chapter 4, Section 1, page 32
22. C – Chapter 3, Section 8, pages 29-30
23. C – Chapter 4, Section 3, pages 34-35
24. D – Chapter 4, Section 3, pages 35-36
25. A – Chapter 4, Section 4, page 37
26. A – Chapter 4, Section 5, page 38
27. C – Chapter 4, Section 6, page 41
28. D – Chapter 4, Section 7, page 42
29. C – Chapter 4, Section 7, pages 42-43
30. C – Chapter 5, Section 1, pages 46-47
31. D – Chapter 5, Section 1, page 46
32. B – Chapter 5, Section 2, page 48
33. C – Chapter 5, Section 3, pages 48-50
34. D – Chapter 5, Section 4, page 50
35. B – Chapter 5, Section 5, page 53
36. B – Chapter 5, Section 6, pages 53-54
37. A – Chapter 6, Section 1, page 58
38. D – Chapter 6, Section 3, pages 60-61

39. A – Chapter 6, Section 4, page 63
40. C – Chapter 6, Section 5, pages 64-65
41. D – Chapter 6, Section 5, page 65
42. C – Chapter 6, Section 7, page 67
43. D – Chapter 6, Section 7, page 68
44. B – Chapter 7, Section 1, page 72
45. B – Chapter 7, Section 1, pages 72-73
46. A – Chapter 7, Section 2, page 74
47. A – Chapter 7, Section 3, page 75
48. D – Chapter 7, Section 3, page 75
49. B – Chapter 7, Section 3, page 76
50. B – Chapter 7, Section 3, page 76
51. B – Chapter 7, Section 5, page 79
52. C – Chapter 7, Section 4, pages 77-78
53. C – Chapter 7, Section 4, page 78
54. B – Chapter 7, Section 5, page 79
55. D – Chapter 7, Section 5, page 79
56. B – Chapter 7, Section 6, pages 80-81
57. A – Chapter 8, Section 1, page 84
58. B – Chapter 8, Section 1, page 85
59. B – Chapter 8, Section 4, pages 87-88
60. A – Chapter 8, Section 5, page 89
61. C – Chapter 8, Section 5, pages 89
62. A – Chapter 8, Section 6, page 91
63. C – Chapter 8, Section 7, page 93
64. C – Chapter 9, Section 7, page 108
65. B – Chapter 8, Section 9, page 96
66. D – Chapter 9, Section 2, pages 101-102
67. C – Chapter 9, Section 3, pages 102-103
68. B – Chapter 9, Section 4, page 104
69. D – Chapter 9, Section 6, pages 107-108
70. C – Chapter 9, Section 7, page 109
71. B – Chapter 10, Section 1, page 112
72. A – Chapter 10, Section 2, page 114
73. C – Chapter 10, Section 4, page 117
74. D – Chapter 10, Section 5, pages 119-120
75. B – Chapter 10, Section 5, page 119
76. B – Chapter 10, Section 6, page 121
77. B – Chapter 11 – Section 1, page 128