

Monster Test

Basic Handbook of Police Supervision A Practical Guide for Law Enforcement Supervisors Second Edition Gerald W. Garner

Chapter 1: How to Master Your Role

1. What is one thing a new supervisor gives up upon promotion?
 - A. The authority to discipline subordinates
 - B. The freedom to complain openly about leadership
 - C. The ability to make decisions
 - D. The opportunity for career advancement
2. What can be expected about the change to a supervisory role?
 - A. It usually results in conflict with subordinates
 - B. It means the supervisor may have fewer responsibilities
 - C. It may cause emotional discomfort, even if it's a positive change
 - D. It only affects the supervisor's salary and prestige
3. Sergeant Lewis is overheard harshly criticizing the captain in the break room with two former academy classmates who are now his subordinates. What leadership principle has he likely violated?
 - A. The requirement to delegate authority
 - B. The obligation to model ethical professionalism
 - C. The expectation to prioritize promotions
 - D. The rule to avoid socializing with officers
4. After being promoted, Supervisor Chen feels uncomfortable with the change. She misses casually venting with peers and feels emotionally unsettled. What does this imply about her experience?
 - A. She is probably not suited for leadership
 - B. She should request a transfer to another, less stressful, unit
 - C. Her feelings are a normal reaction to change
 - D. She should avoid expressing any discomfort so as not to appear weak

5. Which of the following is a challenge faced by newly promoted supervisors?
 - A. Keeping up with physical fitness standards
 - B. Planning retirement goals early
 - C. Memorizing all department policies
 - D. Supervising employees who were previously friends

6. Sergeant Blake was promoted and not transferred out of her unit. She now supervises several friends and one senior officer with decades of experience. What should she remain most mindful of?
 - A. That her workload will be lighter
 - B. That she will probably not enforce discipline frequently
 - C. That she will need to avoid socializing with anyone
 - D. That her actions and words will be closely watched by all

7. Officer Graham, newly promoted to sergeant, steps in and performs tasks that should be handled by his patrol team, believing it sets a good example. What challenge is he overlooking?
 - A. The need to be more physically visible
 - B. That he needs to avoid showing up his people
 - C. That it is no longer his job to do the work himself
 - D. That he cannot be friends with subordinates

8. What is one common reaction when someone is promoted to supervise their former peers?
 - A. A sense of discomfort among those involved
 - B. Total rejection by former coworkers
 - C. Increased loyalty and friendliness from subordinates
 - D. Isolation from upper management

9. What should a new supervisor consider about relationships with former peers?
 - A. They can continue with adjustments in behavior
 - B. They must be ended to prevent favoritism
 - C. They should be used to gain informal influence
 - D. They should evolve into mentoring relationships

10. Lieutenant Davis joins his old crew for drinks. During the evening, he joins in on teasing the new rookie. What leadership misstep is he most likely making?
- A. Trying to build morale through team activities
 - B. Setting high performance expectations
 - C. Using informal influence to bond with subordinates
 - D. Failing to adjust his behavior in his new role
11. Sergeant Kim, newly promoted, is unsure how to balance friendships with professionalism. She is invited to watch the big game with her old squad. What is her best approach?
- A. Attend, but adjust her conduct to reflect her new role
 - B. Decline the invitation to avoid any perception issues
 - C. Attend, but be ready to enforce any incidents contrary to the department's rules and regulations during the event
 - D. Bring another supervisor to maintain oversight
12. What is one major change in perspective a newly promoted supervisor must adopt?
- A. Viewing their assignment as separate from other units
 - B. Understanding the broader needs of the organization
 - C. Prioritizing their shift over all others
 - D. Focusing on their immediate team's performance
13. Sergeant Rowe hears his squad mocking the actions of a fellow supervisor, and he agrees with their concerns. What should he do?
- A. Let the conversation go but monitor the situation
 - B. Join in lightly to show relatability
 - C. Shut down the criticism and reinforce respect for fellow leaders
 - D. Report the issue to the Internal Affairs office
14. Sergeant Lynn, recently promoted, is asked to send one of her team members to assist the detective bureau, even though she is short-staffed. What is her best course of action?
- A. Decline the request to protect her unit's morale
 - B. Support the request as part of agency-wide cooperation
 - C. Suggest the detectives pull someone from another shift
 - D. Request that the detectives justify the need in writing

15. How can a supervisor help shape the future of the agency?
- A. By assigning the most experienced officers to every case
 - B. By developing personal friendships with command staff
 - C. By working overtime to maintain current performance metrics
 - D. By mentoring and guiding personnel who will lead in the future
16. What is one way a supervisor can contribute to improving communication in their agency?
- A. Delivering only positive information to subordinates
 - B. Editing command messages before sharing them
 - C. Accurately relaying information between upper and lower ranks
 - D. Avoiding sharing opinions with superiors to remain neutral
17. Sergeant Santiago has just been promoted. She spends time helping rookies adjust, encourages one to apply for a future position, and models professionalism in the field. Which of the following best describes her leadership?
- A. She's micromanaging young officers
 - B. She's fulfilling her mentoring and role modeling responsibilities
 - C. She's overstepping her position
 - D. She's distracting from her operational duties
18. Sergeant Lawson attends a regional seminar on officer wellness. After returning, he summarizes key points and shares them with his squad. How would this behavior be viewed?
- A. Inappropriate because the information was not formally approved
 - B. Unnecessary unless the agency's SOP calls for the sharing of such information
 - C. Positive, as it improves both himself and the department
 - D. Time-consuming and best avoided by supervisors
19. What action is prohibited because it damages unity among leaders and weakens the chain of command?
- A. Reassigning subordinates without notice
 - B. Giving team members excessive time off
 - C. Enforcing unpopular rules
 - D. Speaking negatively about fellow supervisors to subordinates

20. Sergeant Vaughn has had a rough week and is feeling discouraged and irritable. He arrives at roll call, visibly frustrated, and complains about how little support he gets from above. What mistake is Vaughn making?
- A. Failing to provide official documentation of his concerns
 - B. Encouraging morale through transparency
 - C. Allowing his bad attitude to affect the team
 - D. Trying to improve communication channels
21. Lieutenant Morris discovers that participating in an internal power struggle could benefit his career if his side wins. What should he do?
- A. Quietly join the stronger side to gain favor
 - B. Stay out of internal politics and focus on ethical leadership
 - C. Publicly support both sides until one wins
 - D. Ask subordinates which side they believe is right
22. Which of the following is a behavior which supervisors should *not* model?
- A. Hard work
 - B. Cutting corners to achieve results
 - C. Helping coworkers through difficult situations
 - D. Maintaining composure under pressure
23. What should a supervisor do if they feel strongly that a policy is flawed?
- A. Privately offer the boss realistic alternatives
 - B. Publicly rally subordinates against it
 - C. Refuse to enforce the policy until it is changed
 - D. Share frustrations during roll call to gather feedback
24. Lieutenant Ruiz often vents about another lieutenant's decisions to the patrol team, stating that he's just "keeping it real." What principle is Ruiz violating?
- A. Freedom of speech in the workplace
 - B. Officer grievance rights
 - C. Performance-based evaluation standards
 - D. Supervisor unity and ethical leadership

25. What is the most important thing a supervisor should seek from subordinates?
- A. Loyalty
 - B. Admiration
 - C. Friendship
 - D. Respect
26. What is the best way for a supervisor to ensure that expectations are clearly understood?
- A. Give vague guidelines and allow freedom of interpretation
 - B. Trust that experienced employees already know what to do
 - C. Have expectations posted on the bulletin board
 - D. Clearly explain tasks, follow up, and verify understanding
27. What is the recommended approach for supervisors when responding to calls for service?
- A. Avoid responding unless summoned
 - B. Take command of as many incidents as possible to show authority
 - C. Show interest by responding occasionally but avoid interfering
 - D. Respond to those calls where rookie officers have been dispatched to give direction
28. Officer Daniels dislikes his supervisor, Sergeant Perez, and openly avoids him. Perez treats Daniels the same as every other officer—fairly and professionally. What is Perez doing right?
- A. Trying to win Daniels over by being overly friendly
 - B. Focusing on earning respect, not affection
 - C. Avoiding contact with Daniels to reduce conflict
 - D. Disciplining Daniels to force cooperation
29. Corporal Yates sends a short, handwritten note to an officer congratulating her on her newborn daughter. What impression can this type of action bring?
- A. Ensures future promotions
 - B. Counts toward performance evaluations
 - C. Builds morale through personal connection and acknowledgment
 - D. Avoids formal recognition procedures

30. Lieutenant Reilly regularly checks on patrol teams in the field. He chats briefly, asks about their needs, and then leaves. Which leadership behavior is he demonstrating?
- A. Passive supervision
 - B. Formal inspection protocols
 - C. Informal, non-threatening check-ins
 - D. Supervisory disengagement
31. Sergeant Lim is called into a meeting where officers are being criticized by brass despite following safety protocols. What should he do?
- A. Stay silent to avoid confrontation with management
 - B. Speak up and defend his officers if their actions followed safety guidelines
 - C. Wait until the meeting ends and privately vent to his officers
 - D. Blame the officers for drawing attention from leadership

Chapter 2: How to Grasp Your Job's Demands

32. What is the most important responsibility of a supervisor?
- A. Completing administrative paperwork
 - B. Handling citizen complaints efficiently
 - C. Leading subordinates in all circumstances
 - D. Monitoring their unit's activities
33. What quality does leadership in law enforcement *primarily* requires?
- A. Intelligence
 - B. Loyalty to the organization and its ideals
 - C. A strong voice
 - D. Friendship with subordinates
34. What challenge is highlighted regarding the people a supervisor must lead?
- A. They often lack formal training
 - B. They usually require micromanagement
 - C. Some may neither like nor respect the supervisor
 - D. They often prefer working alone

35. Sergeant Jenkins asks Lieutenant Brooks what his main role should be. The lieutenant responds, "To be a role model, handle complaints, plan assignments, and evaluate people. In other words,
- A. manage."
 - B. lead."
 - C. be active."
 - D. conform."
36. Which of the following is *not* a key expectation that your boss has of you?
- A. Open and honest communication
 - B. Professional integrity
 - C. Respect
 - D. Your best effort
37. What is one demonstration of loyalty to their boss that is required of a supervisor?
- A. Reporting coworkers for all policy infractions
 - B. Always agreeing with the boss, publicly and privately
 - C. Supporting your boss publicly, but offering honest input privately
 - D. Keeping rumors and personnel issues to yourself
38. Why is it advisable for supervisors to keep their own supervisors informed about internal developments?
- A. So they can prepare reports for media release
 - B. To prevent them from being surprised by something
 - C. To maintain strict control over subordinate activity
 - D. To avoid unnecessary discipline for the supervisor
39. What can be said about good communication with your supervisor?
- A. It's only required during crisis situations
 - B. It should avoid topics that could offend
 - C. It requires honesty, even if the truth is uncomfortable
 - D. It should focus on positive feedback and avoid critique

40. Officer Rivera hears a harmful rumor spreading through the unit and shares it with his supervisor along with some context. What best describes Rivera's behavior?
- A. Gossiping inappropriately
 - B. Undermining morale
 - C. Violating confidentiality
 - D. Demonstrating loyalty by keeping his boss informed
41. A supervisor consistently does great field work but gives minimal effort when interacting with her lieutenant, rarely sharing updates or input. What is the issue here?
- A. She's focusing too much on her subordinates
 - B. She's waiting to transfer
 - C. She's exercising discretion
 - D. She's fully supporting and engaging with her boss
42. What is the most fundamental thing a supervisor owes their department?
- A. A clean disciplinary record
 - B. Loyalty to individual officers
 - C. Their best effort, every day
 - D. The ability to manage conflict
43. How can an officer contribute positively to the department's public reputation, even when off duty?
- A. Leading a law-abiding and respectful life
 - B. Posting support for the agency on social media
 - C. Avoiding public interactions
 - D. All of the above
44. Lieutenant Grant has years of tactical training and advanced report-writing skills. However, he avoids helping his subordinates and keeps his techniques to himself. What obligation is he neglecting?
- A. Promoting procedural compliance during evaluations
 - B. Sharing professional expertise to strengthen the department
 - C. Participating in interdepartmental briefings when required
 - D. Providing developmental support through informal mentorship

45. What is one of the most important things you can do for your subordinates?
- A. Delegate rewarding tasks
 - B. Avoid confrontation
 - C. Set a great example in both professional and personal life
 - D. Be a friend to all team members
46. Why is favoritism a dangerous practice for a supervisor?
- A. It increases the need for formal evaluations
 - B. It improves morale only in the short term
 - C. It breeds contempt and undermines trust
 - D. It can only be practiced in informal settings
47. What guideline does is important when correcting subordinates?
- A. Always discipline in front of others to set an example
 - B. Be lenient with first-time offenders
 - C. Let coworkers handle peer accountability
 - D. Be direct, fair, and proportional
48. What is essential when communicating management's directives to your team?
- A. Add your personal opinions to help them accept the message
 - B. Avoid relaying orders that may be unpopular
 - C. Filter the message for clarity
 - D. Accurately communicate the intent, asking questions if needed
49. How should a supervisor handle praise and criticism?
- A. Praise and criticize equally in front of the group
 - B. Praise in public, correct in private
 - C. Use praise sparingly to keep standards high
 - D. Criticize openly to show authority
50. Officer Larkin recently completed a tough assignment with professionalism. Sergeant Cruz congratulates him during roll call. What principle is Cruz following?
- A. Creating a competitive environment
 - B. Sincerely recognizing good work in a public setting
 - C. Avoiding disciplinary issues
 - D. Establishing long-term expectations

51. Lieutenant Diaz always gives the best assignments to his friend, Sergeant Davis, while assigning undesirable tasks to others. What leadership error is he committing?
- A. Overdelegating
 - B. Overburdening
 - C. Piggybacking
 - D. Favoritism
52. Sergeant Patel corrects a rookie officer in front of several peers with a harsh tone, causing visible embarrassment. What did Patel do wrong?
- A. Provided feedback too soon
 - B. Overexplained the situation
 - C. Failed to privately correct
 - D. Ignored chain-of-command protocol
53. Which of the following is a core emotional expectation subordinates have of their supervisor?
- A. Maintain a professional-only relationship
 - B. Focus strictly on performance metrics
 - C. Be stern and emotionally distant
 - D. Show genuine care, empathy, and understanding
54. Officer Vega feels that her work has gone unnoticed, despite consistently producing strong reports and taking initiative. What supervisor action would most directly meet her expectations?
- A. Assign her more responsibility
 - B. Acknowledge and recognize her accomplishments
 - C. Place her on a new shift to increase visibility
 - D. Delegate more favorable tasks to her
55. How can supervisors most directly contribute to the advancement of the law enforcement profession?
- A. By implementing measurable performance benchmarks across all shifts
 - B. By addressing officer misconduct during roll call to reinforce standards
 - C. By teaching, writing, and sharing knowledge with others
 - D. By prioritizing internal policies that strengthen departmental cohesion

56. Why is it important for supervisors to avoid unethical or immoral behavior, even off duty?
- A. It prevents damage to the profession's public image
 - B. It minimizes potential liability claims during civil audits
 - C. It increases long-term credibility with union leadership
 - D. It helps ensure consistent leadership styles across shifts
57. What is one way a supervisor can support law enforcement at the organizational level?
- A. By participating in local or national professional groups
 - B. By limiting involvement to mandatory department activities
 - C. By focusing on internal administrative priorities over outreach
 - D. By deferring all professional development to designated liaisons
58. Lieutenant Perez is a skilled communicator who regularly updates internal training guides and contributes articles to a regional law enforcement bulletin. What is she doing in relation to her profession?
- A. Creating more paperwork
 - B. Enhancing it by sharing her experience
 - C. Working on a promotion
 - D. Satisfying community relationships
59. Sergeant Hill is invited to guest lecture at a local community college's criminal justice course. He declines, saying he doesn't see the benefit. What opportunity is he missing?
- A. Recruiting potential officers
 - B. Being involved in internal politics
 - C. Learning about potential problems in the future
 - D. Contributing to the profession through teaching and sharing expertise
60. Officer Asher sees his supervisor, Sergeant Brooks, act rudely toward a community member during an off-duty event. Which consequence could result from this behavior?
- A. Promotion delays for Brooks
 - B. Civil litigation
 - C. Damage to the professional image of law enforcement
 - D. Increased overtime demands

61. Why is it important for supervisors to take care of themselves first?
- A. You can't take care of others if you're not taking care of yourself
 - B. It helps reduce staffing costs for the department
 - C. It ensures fewer complaints from peers
 - D. It allows for longer shift assignments
62. Lieutenant Davis confides in Captain Unger that he has been feeling has recently undergone a very emotional divorce and is struggling with keeping focused at work. What advice can the captain give the lieutenant regarding seeing a counselor?
- A. It should only be considered in severe emergencies
 - B. It's unnecessary if you already have friends to talk to
 - C. There is no shame in seeking help from a qualified professional
 - D. It's discouraged because of perception issues
63. What is one way to promote both personal and professional development?
- A. Maintain a daily journal
 - B. Delegate more work to subordinates
 - C. Pursue lifelong learning and in-service training
 - D. Avoid all voluntary assignments
64. Lieutenant Ortiz has been struggling emotionally with a traumatic event but refuses to talk to anyone, believing it's a sign of weakness. What should he do?
- A. Nothing, time will "heal all wounds"
 - B. Ask for a temporary transfer to a quieter division
 - C. Talking openly to someone
 - D. Take a leave of absence
65. Officer White sees his sergeant consistently set a calm, ethical, and professional example. What is this likely to do for White and the public?
- A. Confuse them about what leadership looks like
 - B. Provide a real-world counter to false media portrayals of cops
 - C. Encourage rebellion from less-disciplined officers
 - D. Inspire humor but little respect

Chapter 3: How to Balance Your Many Tasks

66. What is the most important element of a leader's success?
- A. The ability to control others effectively
 - B. Personal courage and loyalty
 - C. Serving as a positive role model
 - D. Consistent discipline of subordinates
67. Which leadership trait is considered a non-negotiable necessity for a good leader?
- A. Complete integrity
 - B. Tactical expertise
 - C. Public speaking ability
 - D. Political savvy
68. What should a supervisor do in the presence of a crisis?
- A. Allow input from all involved
 - B. Refrain from giving orders
 - C. Display commanding authority
 - D. Wait until emotions settle
69. A newly promoted sergeant is asked to help revise the department's mission and values statement. How should he view this opportunity?
- A. Defer to upper command, as it's outside his scope
 - B. Recommend technical changes
 - C. Embrace the chance to help define your organization's purpose
 - D. Respectfully decline participation to avoid overstepping
70. You are a newly promoted supervisor and overhear two officers spreading a rumor about a departmental policy change. What would be your best response?
- A. Publicly criticize the officers to assert your authority
 - B. Ignore it unless it becomes a widespread issue
 - C. Address the rumor calmly and work to suppress it
 - D. Report both officers to Internal Affairs

71. According to the passage, what is a supervisor's primary responsibility when a training need is identified?
- A. Show officers the benefits of training even on their own time
 - B. Recommend formal training in every instance
 - C. Request more experienced officers be transferred into his unit
 - D. Help make the learning opportunity available
72. What is one of the most valuable tools a leader has for identifying training needs?
- A. Reviewing personnel files
 - B. Asking employees directly in a noncritical way
 - C. Testing officers weekly
 - D. Requesting anonymous peer reviews
73. What should a supervisor do when lacking expertise in a specific training area?
- A. Avoid teaching the topic
 - B. Rely on others for assistance
 - C. Look to her supervisor for direction
 - D. Only teach the basic principles
74. During a roll call, you conduct a short training on legal updates. Later, you observe an officer misapplying the new guidance in the field. What should you do next?
- A. Assume it was an isolated mistake and take no action
 - B. Blame the officer for not paying attention
 - C. Review the policy again at the next roll call
 - D. Provide further training and assess knowledge retention
75. What is a supervisor's proper responsibility when an employee is dealing with personal problems?
- A. Solve the problem entirely on the employee's behalf
 - B. Provide solutions and follow up until the issue is resolved
 - C. Offer help and resources, but leave the solution to the employee
 - D. Refer all issues to the Employee Assistance Program

76. Which of the following situations shows an officer displaying a symptom that may be a possible indicator of a brewing employee problem?

- A. Officer Shannon volunteers for every overtime opportunity
- B. Sergeant Platos observes two empty beer cans in Officer Lima's personal vehicle
- C. Officer Quails frequently requests time off at the "last-minute"
- D. Officer Earnest always turns down joining social gatherings with his fellow officers when Sergeant Jones invites him

77. Which of the following should NOT be part of an effective counseling session?

- A. Referring to job expectations when addressing performance concerns
- B. Choosing a neutral setting that reduces external pressure
- C. Labeling behaviors with blunt terms like "lazy" or "dishonest" to promote accountability
- D. Allowing time for the employee to reflect and return with follow-up questions

78. Which of the following are valid symptoms of an employee possibly facing serious personal issues?

- I. Unexplained, excessive of sick leave
- II. Chronic disagreements with co-workers
- III. Regular tardiness to work
- IV. Constantly turning down social gathering invitations

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

79. Which of the following is a correct approach during a difficult counseling session?

- A. Insist the employee agree before the meeting ends
- B. Lower expectations to avoid further confrontation
- C. Agree to talk again after the employee has time to reflect
- D. End the session the moment the employee disagrees

80. Which of the following is a guideline for conducting an effective counseling session?

- A. Avoid triggering emotional responses
- B. Use your authority early to establish command presence
- C. Focus on discipline rather than listening
- D. Keep discussions brief and one-sided

81. An officer becomes agitated during a counseling session and accuses you of picking on him. What is the best response based on the guidelines provided?

- A. Raise your voice to regain control
- B. Terminate the session and refer the officer to HR
- C. Stay calm and consider rescheduling the session
- D. Demand an apology before continuing

82. A fellow supervisor asks if they should continue counseling Officer Davis who has not changed their behavior despite multiple efforts. What is the best advice you can give?

- A. "Accept that Davis is beyond help and move on."
- B. "I recommend that you transfer Davis to another unit."
- C. "Keep counseling Davis until he agrees."
- D. "It isn't your fault, consider formal discipline."

83. You are counseling an officer and notice he's becoming visibly upset. Which of the following is the worst way to respond?

- A. Assert that he respect your authority
- B. Lower your tone and listen more
- C. Acknowledge the emotion and continue calmly
- D. Offer to revisit the topic another time

84. Which of the following should be avoided during employee counseling?

- I. Interrupting while the officer is speaking
- II. Following up after the session
- III. Listening more than talking
- IV. Repeating the same demand until they agree
- V. Assigning extra-than-needed time for the session in case it goes longer than planned

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

85. Which of the following is an example of short-term planning by a first-line leader?

- A. Mapping out a career development plan
- B. Coordinating patrol car maintenance for the day
- C. Preparing for promotional testing next year
- D. Designing a two-year department strategy

86. What is a benefit to volunteering for planning projects?
- A. Reduces your overall workload for the future
 - B. Avoids the pitfall of stagnation
 - C. Gain experience and shows readiness for more responsibility
 - D. Guarantees a positive impression for promotion purposes
87. Which of the following is NOT listed as one of the elements of the planning process?
- A. Request administrative approval
 - B. Evaluate the results
 - C. Modify as required
 - D. Note unintended consequences
88. A sergeant identifies that a rookie officer is struggling with courtroom testimony. Based on the planning principles, which of the following would be an appropriate supervisory action?
- A. Explain and implement the plan
 - B. Evaluate the officer's results
 - C. Develop and evaluate alternative plans
 - D. Establish goals and objectives with the officer
89. A lieutenant is reviewing a plan his sergeant submitted to improve community engagement. It was only partially successful. What should the sergeant do next, according to the planning process?
- A. Evaluate the results
 - B. Modify the plan
 - C. Learn from the experience
 - D. Ask his lieutenant for guidance
90. Lieutenant King periodically appear on the scene of his squad's more critical calls. What do his officers most expect from him during these on-scene incidents?
- A. To take over and issue immediate orders
 - B. To assist when necessary and know what to do
 - C. To observe quietly without interfering
 - D. To handle all the paperwork afterward

Chapter 4: How to be a Great Role Model for Your Troops

91. According to the passage, what is the most effective way for a supervisor to teach and influence subordinates?
- A. Repeating formal policies often
 - B. Demonstrating the expected behavior and character
 - C. Holding frequent disciplinary sessions
 - D. Using the “do as I say, not as I do” approach
92. What is the primary reason law enforcement supervisors must always act as positive role models?
- A. To improve departmental statistics
 - B. Because subordinates are learning from their behavior
 - C. To avoid liability in misconduct lawsuits
 - D. Because management demands it
93. An officer tells you they admire how you interact with citizens respectfully, even during tense encounters. What lesson are they likely drawing from your leadership?
- A. Use humor to defuse all tension
 - B. People skills and professionalism matter in every situation
 - C. It’s best to stay silent and let others speak first
 - D. Rank makes it easier to de-escalate
94. What is the most realistic and effective way to serve as a role model?
- A. Be yourself and emphasize your strengths
 - B. Strive for perfection in every interaction
 - C. Imitate the style of past supervisors you admired
 - D. Avoid showing vulnerability to maintain respect
95. A supervisor frequently talks about improvement but never shows effort to expand their skills or knowledge. What message does this send to their team?
- A. That high standards are unrealistic
 - B. That leadership is about natural talent
 - C. That resisting unnecessary change is a form of strength
 - D. That personal growth isn’t a priority

96. What does it mean to be “*politically astute*” as a law enforcement leader?
- A. Give political allies early warnings about investigations
 - B. Avoid all contact with the political scene
 - C. Understand the impact of actions and avoid surprising the chain of command
 - D. Publicly support elected officials
97. Which of the following is NOT one of the traits that leaders should model for subordinates?
- A. Technically competent
 - B. Forgiving
 - C. Sympathetic
 - D. Emotionally and physically fit
98. Which traits are desirable for a role model to exhibit?
- I. Loyalty
 - II. Truthfulness
 - III. Good sense of humor
 - IV. Limited Favoritism
- A. I, II, and IV only
 - B. II and III only
 - C. I, II, and III only
 - D. I and IV only
99. Sergeant Starr tells you she is unsure of a procedure and asks for guidance. What should you do?
- A. Do the work for her while she observes.
 - B. Provide direction while encouraging them to learn independently
 - C. Tell her to do it her way so that she’ll learn what not to do on her own
 - D. Refer her to the training division
100. A fellow supervisor is known for being overly strict, always serious, and constantly criticizing others. Which leadership quality is he likely lacking?
- A. Decision-making
 - B. Sense of humor
 - C. Technical knowledge
 - D. Loyalty

101. Why is it especially important for supervisors to avoid poor off-duty behavior?
- A. Because they are more likely to get caught than patrol officers
 - B. Because it might result in media coverage
 - C. Because it undermines their ability to model and enforce proper conduct
 - D. Because it leads to severe suspensions
102. What is the "video test?"
- A. A body-worn camera audit
 - B. The idea of living as if your loved ones are always watching your behavior
 - C. A recorded oral board interview
 - D. A training evaluation for new recruits
103. You're invited to an after-shift party at a local bar known for frequent fights and drug use. What is your best course of action?
- A. Go but leave at the first indication of trouble
 - B. Only attend if other supervisors are going
 - C. Attend but keep your badge visible to deter bad behavior
 - D. Decline the invitation to avoid the appearance or possibility of misconduct
104. Which of the below statements is true regarding the tolerance an agency may have toward off-duty misbehavior?
- A. It is less tolerant for supervisors than first-line employees
 - B. It is less tolerant for first-line employees than for supervisors
 - C. It would only tolerate minor infractions of its employees
 - D. It is equally tolerant for all employees

Chapter 5: How to Succeed (of Fail) as a Leader

105. Which of the following statements reflects a myth about leadership?
- A. Leadership can exist at all levels of an organization
 - B. Leaders are always charismatic
 - C. Leadership skills can be developed over time
 - D. Leaders should support and guide their teams

106. An officer says they don't see themselves as a leader because they aren't "a born leader" or "the dominating type." Based on leadership myths, how should you respond?
- A. Agree and recommend they focus on following instead
 - B. Explain that leadership isn't about domination or being born with charisma
 - C. Suggest they practice more authoritative behaviors
 - D. Tell them leadership is reserved for higher ranks
107. What does "command presence" primarily convey in a police leader?
- A. That the leader is the most physically imposing person on scene
 - B. That the leader issues orders loudly and directly
 - C. That the leader avoids interaction until backup arrives
 - D. That the leader is visibly self-assured and in control without arrogance
108. What does *vision* in leadership most directly involve?
- A. Being able to decipher the department's rumor mill
 - B. Living the department's mission statement
 - C. Anticipating future consequences of today's decisions and actions
 - D. Monitoring employee behavior during evaluations
109. Your department is considering reducing hiring standards to meet recruitment goals. How should you apply vision in this situation?
- A. Remain silent unless directly asked for input
 - B. Ask your officers to avoid voicing their opinions
 - C. Support it to fill vacancies quickly
 - D. Express concern about long-term ethical consequences
110. What is the most essential component of credibility for a law enforcement leader?
- A. Being well-liked by both peers and the public
 - B. Avoiding uncomfortable conversations when possible
 - C. Always agreeing with higher command
 - D. Being consistently truthful, even when it's difficult
111. In the context of leadership, what does reliability most directly require?
- A. Doing what you said you would do, when you said you would do it
 - B. Overseeing all assignments personally
 - C. Avoiding overcommitment by delegating everything
 - D. Being available 24/7 to your team

112. You told your lieutenant you would submit your shift deployment schedule by 3 p.m., but the day got hectic and it's now 3:45 p.m. What is the best action based on the principle of reliability?
- A. Submit it the next day with an apology
 - B. Blame the delay on your workload
 - C. Acknowledge the delay, submit the schedule immediately, and adjust your workflow going forward
 - D. Wait to be asked for it, then finish it when convenient
113. What is the best definition of integrity?
- A. Upholding professional values when being observed
 - B. Doing the right thing even when no one is watching
 - C. Always protecting your team from outside criticism
 - D. Following orders without question
114. A disciplinary action you support is receiving backlash from both officers and command staff. What is your best course of action?
- A. Reverse the action to avoid further fallout
 - B. Shift the blame to a policy or external factor
 - C. Say you were pressured into the decision
 - D. Own the decision, explain your reasoning, and accept responsibility
115. Sergeant Leary learns that several senior officers on his squad have been violating the department's off-duty employment policy. Enforcing the rule will upset many team members and might cause friction with his captain, who has previously overlooked the violations. After considering the situation, Leary reports the issue and recommends corrective action. What leadership quality did he demonstrate?
- A. Risk-aware procedural diligence
 - B. Defensive documentation
 - C. Administrative courage
 - D. Documented accountability
116. What is the definition of *common sense* in the context of leadership?
- A. Following formal policy manuals without deviation
 - B. Using life experience, training, and intuition to make sound judgments
 - C. Avoiding risks by always escalating to command
 - D. Copying what experienced officers do

117. You're about to approve a tactical plan that complies with policy but doesn't feel right based on your experience. What should you do?
- A. Sign off quickly to meet the deadline
 - B. Pause and re-evaluate the risks using your judgment and experience
 - C. Assume the policy overrides your concerns
 - D. Let someone else approve it and move on
118. What do subordinates expect from their supervisor when it comes to job knowledge?
- A. To supervise only and avoid getting involved in the field
 - B. To handle all the tactical operations themselves
 - C. To memorize all agency rules word-for-word
 - D. To know the job well enough to assist, guide, and evaluate performance fairly
119. An officer on your squad has repeatedly made small errors. You want to address it, but not in front of the team. What approach best reflects tact?
- A. Mention it casually at the next roll call
 - B. Wait until the officer makes a bigger mistake
 - C. Send an email with criticism and copy to your supervisor to keep him informed
 - D. Speak privately, avoid trigger words, and keep the tone professional
120. In the supervisory context, what is the definition of empathy?
- A. Feeling sorry for an officer's poor decision
 - B. Understanding the reasons behind an officer's behavior without excusing it
 - C. Ignoring misconduct due to past service
 - D. Offering sympathy in all disciplinary meetings
121. Why is strong communication considered essential for leadership success?
- A. It makes written reports more impressive
 - B. It helps you avoid tough conversations
 - C. Without it, no other leadership skills can be effectively applied
 - D. It ensures your orders are followed without question

122. During shift briefing, your instructions confuse several officers, and one misinterprets a key assignment. What should you do to model strong communication?
- A. Rephrase your instructions, ask for feedback, and verify understanding
 - B. Move on and clarify only if it becomes an issue later
 - C. Blame the misunderstanding on the officer
 - D. Repeat your original message louder and more firmly
123. Which of the following are traits of an effective law enforcement leader?
- I. Demonstrates fairness and a strong sense of justice
 - II. Offers harsh criticism to promote discipline
 - III. Shows confidence in subordinates
 - IV. Possesses honesty and integrity
- A. I and II only
 - B. II and III only
 - C. I, III, and IV only
 - D. I, II, III, and IV
124. Which of the following traits contribute to effective leadership?
- I. Sincere empathy
 - II. Approachability
 - III. Being a self-starter
 - IV. Skilled communication
- A. I and II only
 - B. I, II, and IV only
 - C. II and III only
 - D. I, II, III, and IV
125. What is the key principle in avoiding favoritism as a supervisor?
- A. Punish close friends more harshly to appear fair
 - B. Assign easier tasks to your least loyal officers
 - C. Base assignments and discipline solely on performance and behavior
 - D. Let seniority dictate all decisions

126. Why are public outbursts of anger considered harmful for a police leader?
- A. They demonstrate autocratic tendencies
 - B. They create fear among subordinates
 - C. They are a sign of emotional unbalance
 - D. They diminish the leader's credibility and respect
127. You see an officer make a mistake that could have endangered someone. You feel yourself getting angry. What should you do?
- A. Yell at the officer in front of the team to make a point
 - B. Walk away and ignore it to avoid conflict
 - C. Correct the issue privately and calmly, maintaining control
 - D. Punish the officer harshly to send a message
128. Sergeant Perez is speaking to her squad about a recent drop in crime in their district. While the official numbers show a modest 3% decrease, she tells the team it's "nearly 10%" to boost morale and encourage continued effort. She figures the exaggeration won't hurt anyone and might motivate the team. Which of the following best describes this leadership choice?
- A. She is practicing motivational communication based on aspirational benchmarks.
 - B. She is engaging in harmless morale-building that reinforces positive behavior.
 - C. She is stretching the truth, which could backfire and undermine her credibility.
 - D. She is appropriately simplifying complex data to keep her team focused.
129. What is one of the most damaging mistakes a supervisor can make?
- A. Correcting too frequently
 - B. Delegating assignments
 - C. Being too lenient with rookies
 - D. Failing to model the standards they expect from others
130. You see Sergeant Burns using profanity while criticizing Officer Smith, then later reminding his officers, during roll call, to stay professional. What message does this send?
- A. He probably has a close relationship with Smith
 - B. He is setting a poor example and weakening their authority
 - C. He is comfortable being himself
 - D. That he may have a problem with his emotions

131. What does *loyalty* from a supervisor primarily involve?
- A. Always siding with your officers
 - B. Ignoring misconduct to protect your team
 - C. Sharing rumors about administrative decisions
 - D. Showing that you care about your officers' needs, safety, and fair treatment
132. One of your officers is being unfairly blamed for a mistake you know wasn't theirs. What should you do?
- A. Instruct the officer on how to file a grievance
 - B. Speak up to correct the record and advocate for fairness
 - C. Tell the officer to accept it quietly
 - D. Let it play out and offer support privately
133. You previously had a conflict with an officer who is now up for a commendation. What is the correct action?
- A. Avoid participating in the decision as it would be considered a conflict
 - B. Deny the commendation to stay consistent with past discipline
 - C. Evaluate the officer based on merit and leave personal history out
 - D. Let someone else decide to avoid the appearance of "payback"
134. Which of the following are considered traits of an ineffective law enforcement leader?
- I. Lack of command presence
 - II. Frequent temper outbursts
 - III. Unjust discipline
 - IV. Constantly siding with management
 - V. Setting a poor example
- A. I and II only
 - B. II and IV only
 - C. I, II, III, and V
 - D. All of the above
135. Which of the following is NOT listed as a mistake of ineffective leadership?
- A. Providing harsh, but direct, criticism
 - B. Playing favorites
 - C. Disloyalty
 - D. Holding a grudge

136. How can someone most effectively improve their leadership skills?
- A. By following the most charismatic leaders and copying their approach
 - B. By strictly adhering to traditional leadership models without deviation
 - C. By studying leadership critically, staying open to new ideas, and filtering advice based on personal relevance
 - D. By focusing on mastering tactical operations rather than abstract concepts like leadership
137. You attend a leadership seminar where the speaker insists on a single “best” way to manage conflict. What should your approach be?
- A. Adopt the advice immediately—it must be proven
 - B. Avoid using any techniques that differ from your agency’s
 - C. Do not be hesitant to take this speaker’s presentation critically
 - D. Accept the advice if others in the room seem to agree with it
138. You’ve observed two different supervisors—one known for fairness and another for outbursts. What lesson does the passage suggest you draw from this?
- A. Learn from both examples—what to emulate and what to avoid
 - B. Focus only on the fair leader; ignore the other
 - C. Ignore both, your style should be based on your own personality
 - D. Model yourself after whichever leader has higher rank

Chapter 6: How to Communicate Effectively

139. Which of the following is a key benefit of effective communication within a law enforcement agency?
- A. It reduces the need for formal policy updates
 - B. It limits the supervisor’s need to explain decisions
 - C. It contributes to high employee morale
 - D. It allows subordinates to avoid decision-making
140. Which of the following is most likely to interfere with receiving a message clearly when bias or prejudice is involved?
- A. Agreeing with the communicator too quickly
 - B. Filtering the message through past experiences with the speaker
 - C. Repeating the speaker’s message out loud
 - D. Asking the speaker to clarify their position

141. A supervisor disagrees with Officer Knox's suggestion solely because they've clashed in the past. What communication flaw is occurring?
- A. Begrudging
 - B. Prejudice
 - C. Bias toward the communicator
 - D. Reliance on nonverbal cues
142. Which of the following best represents a physical distraction that could hinder effective communication?
- A. Anticipating your chance to respond
 - B. A loud fan running in the background
 - C. Disagreement with the speaker's views
 - D. Worrying about your next meeting
143. Which situation reflects a mental distraction that could reduce communication accuracy?
- A. Focusing on planned response instead of listening
 - B. Speaking too quietly
 - C. Looking down to read from notes
 - D. Staring intently at the speaker during quiet times
144. Strong emotional involvement can affect communication by:
- A. Making the listener more receptive
 - B. Allowing faster decisions to be made
 - C. Disrupting accurate message flow
 - D. Encouraging over-explanation
145. What is the result of using inappropriate language in a supervisory setting?
- A. It can lead to casual workplace culture
 - B. It helps make a strong impression
 - C. It may alienate the audience and hinder message clarity
 - D. It encourages more honest feedback

146. A lieutenant gives a roll call briefing filled with technical terms and sarcastic jokes. What is the most likely result?
- A. Improved morale and clarity
 - B. A stronger connection to senior officers
 - C. Confusion and lack of comprehension among listeners
 - D. Efficient dissemination of complex information
147. What is a likely consequence of communicating with a consistently poor attitude?
- A. Increased compliance due to perceived assertiveness
 - B. Stronger retention of key points through emotional emphasis
 - C. Reduced message effectiveness and likely repetition
 - D. Greater engagement from those who prefer direct communication
148. What is the most constructive response when you're tasked with communicating despite personal frustration?
- A. Delegate the task to someone else so the message is not faltered
 - B. Set aside negative feelings long enough to complete the communication
 - C. Avoid speaking until your mood improves
 - D. Use your tone to convey your emotions clearly
149. Which of the following is NOT considered a common barrier to effective communication in law enforcement leadership?
- A. Overstressing details
 - B. Emotional involvement
 - C. Distractions and interruptions
 - D. Prejudice and bias
150. What is the primary benefit of encouraging two-way information exchange during communication?
- A. It allows the speaker to reinforce authority
 - B. It shortens the time needed for briefings
 - C. It eliminates the need for follow-up meetings
 - D. It reduces misunderstandings and promotes clarity

151. A captain holds a meeting where other supervisors are invited to ask questions and offer suggestions after each policy update. What communication principle is this approach best demonstrating?
- A. Passive listening
 - B. Delayed feedback loops
 - C. Two-way information exchange
 - D. Authoritative briefing style
152. Which of the following is NOT a good communication habit for supervisors to develop?
- A. Picking words carefully and keeping messages audience-appropriate
 - B. Delivering emotional venting as part of the message
 - C. Listening with filters off and reading patiently
 - D. Keeping the message clear and brief
153. A supervisor strives to improve by avoiding emotional language, choosing concise phrasing, and ensuring understanding among staff. What is the supervisor actively developing?
- A. A stronger command presence
 - B. Crisis negotiation techniques
 - C. Good communication habits
 - D. Leadership bias awareness
154. Which of the following is considered a key behavior for demonstrating good listening skills?
- A. Interrupting when you disagree to stay on topic
 - B. Nodding to encourage the speaker to continue
 - C. Avoiding eye contact to reduce pressure
 - D. Asking clarifying questions between speaker statements

155. Which of the following are recommended practices for improving your listening skills?

- I. Let the other person talk without interruption
- II. Respond immediately if you disagree
- III. Watch your facial expressions and body language
- IV. Consider summarizing what you've heard aloud

- A. I and IV only
- B. I, II, and III only
- C. I, III, and IV only
- D. II, III, and IV only

156. What is the best way to make sure your message is understood?

- A. Keep the message clear, concise, and reasonably brief
- B. Use extended, detailed sentences to cover every possible aspect
- C. Add multiple ideas in one message to save time
- D. Use technical terms to show your expertise

157. What is a recommended reason for maintaining an unemotional approach when communicating as a leader?

- A. Emotional displays make you seem less serious about the topic
- B. Avoiding emotion will make your message more memorable
- C. Emotionless delivery will increase your authoritative standing
- D. Staying calm helps remove distractions and improves understanding

158. What is one key reason a supervisor must be a good writer?

- A. To avoid having to speak in public
- B. So delegated writing duties to subordinates are able to be checked for accuracies
- C. To provide a permanent record for personnel actions and changes
- D. To impress others with knowledge of the subject

159. What is a recommended method for improving your own writing?

- A. Send it out quickly before overthinking it
- B. Avoid peer review to preserve your writing style
- C. Rewrite your work based on what your boss expects to hear
- D. Set it aside, then review it for clarity, grammar, and factual accuracy

160. A captain writes an employee evaluation but uses vague terms and rushes the submission without rereading it. What is the most likely consequence?
- A. The message will still come across clearly
 - B. The evaluation may lack clarity and weaken any needed action
 - C. The employee will appreciate the brevity
 - D. The rushed evaluation will highlight leadership efficiency
161. A lieutenant wants to improve the memos he sends to command staff. Which approach is most likely to help?
- A. Focus on copying memos from prior years
 - B. Always use technical language to sound professional
 - C. Ask a skilled peer or supervisor for feedback on draft memos
 - D. Use one long draft and send without edits to maintain authenticity
162. What is one key advantage oral communication has over written communication?
- A. It requires less preparation time due to the fact that it is usually done on the spot
 - B. It eliminates the need for clarification until sometime after the communication is completed
 - C. It allows the speaker to detect how the message is being received in real time
 - D. It guarantees perfect understanding by the end of the conversation
163. Which of the following are benefits of developing strong oral communication skills as a law enforcement leader?
- I. Decreased misunderstandings
 - II. Improved morale
 - III. Reduced need for written documentation
 - IV. Fewer disagreements among employees
- A. I and II only
 - B. II and IV only
 - C. I, II, and IV only
 - D. All of the above

164. A supervisor regularly conducts roll call briefings but refuses to take public speaking classes, believing real-world experience is enough. What is the best critique of this approach?
- A. While experience helps, structured courses and constructive feedback can accelerate skill improvement
 - B. They are right; training is unnecessary with enough time on the job
 - C. It shows natural leadership talent should not be diluted with formal training
 - D. Briefings should be replaced by written memos for better clarity
165. According to the passage, which of the following is NOT listed as a key to improved communication?
- A. Two-way information exchange
 - B. Honesty and openness
 - C. Good listening habits
 - D. Use of emotional appeals
166. Which of the following are keys to improved communication?
- I. Repetition when needed
 - II. Calm and unemotional delivery
 - III. Encouraging emotional expression
 - IV. Maintaining an open mind
- A. I and II only
 - B. II and III only
 - C. I, II, and IV only
 - D. All of the above
167. Sergeant Mendoza is briefing her shift before a major event. She notices that a few officers are distracted by a loud air conditioner and a side conversation in the back of the room. What is the most effective action she should take to maintain clear communication?
- A. Ignore the distractions to avoid interrupting the flow of the meeting
 - B. Speak louder and continue without acknowledging the distractions
 - C. Continue the meeting and address distractions during one-on-one follow-ups
 - D. Pause the briefing briefly to eliminate distractions before continuing

168. Lieutenant Sharpe gives Officer Delgado permission to switch shifts but sighs heavily and avoids eye contact while doing so. Officer Delgado later says he's unsure if it was truly approved. What communication principle did Lieutenant Sharpe fail to apply?
- A. He failed to follow proper documentation protocols
 - B. He neglected to allow time for questions
 - C. His nonverbal cues contradicted his verbal message
 - D. He used technical language that confused the officer
169. Captain Roemer has a reputation for always interrupting others and rarely allowing questions during briefings. As a result, officers often leave meetings unsure of directives. What communication issue is most contributing to this problem?
- A. Inappropriate language
 - B. Emotional interference
 - C. Poor written documentation
 - D. Lack of two-way information exchange
170. During a critical incident, Sergeant Lin gives rapid-fire instructions using technical jargon and elevated tone due to stress. Some officers later admit they didn't fully understand what to do. What factor most interfered with her communication?
- A. Her low rank during the scene
 - B. Her lack of detailed briefing notes
 - C. Use of inappropriate language and emotional tone
171. Lieutenant Avery writes a performance memo recommending discipline for an officer but uses vague phrasing and several long, run-on sentences. The command staff returns it asking for clarification. What should Lieutenant Avery have done differently?
- A. He failed to deliver a clear, focused, and fact-supported written message
 - B. He relied on informal tone and overly casual language
 - C. He included too much technical jargon that confused upper command
 - D. He made assumptions about the officer's intent instead of citing observable behavior

Chapter 7: How to Evaluate Employee Performance: The Good, the Bad, and the Very Ugly

172. What is the primary reason the performance appraisal process should be taken seriously by supervisors?
- A. It is required by department policy and labor contracts
 - B. It determines annual pay raises for officers
 - C. It is vital to the health and future of both the employee and the organization
 - D. It is a routine task that reflects well on the supervisor's file
173. What is a main reason performance appraisal should be conducted?
- A. To document workplace morale
 - B. To benefit both the employee and the organization
 - C. To fulfill union contract requirements
 - D. To provide a formal reason for a termination request
174. What is one reason most employees value performance appraisals, even if they don't admit it?
- A. They want to impress upper management
 - B. They prefer it over oral correction
 - C. They feel secure that their positions are guaranteed
 - D. They want to know what their supervisor thinks of their work
175. Performance appraisals help employees understand:
- A. What steps are needed to earn rewards
 - B. How often their work will be reviewed
 - C. What their coworkers think about them
 - D. Whether they are in line for disciplinary action
176. A well-done performance appraisal provides documentation that:
- A. Ensures the employee cannot be promoted without permission
 - B. Supports future rewards or disciplinary actions
 - C. Prevents employee transfers
 - D. Delays legal challenges

177. What benefit do performance reviews offer to the law enforcement organization as a whole?
- A. They help identify both strong and weak performers
 - B. They eliminate the need for unnecessary training
 - C. They justify departmental budget increases or decreases
 - D. They standardize all employee behavior
178. How do competent performance reviews help the community?
- A. By documenting citizen complaints
 - B. By creating a more effective and efficient police agency
 - C. By reducing the number of internal affairs investigations
 - D. By making staffing decisions public
179. Which of the following is TRUE about performance review formats?
- A. Only numerical score sheets are effective
 - B. Narrative formats are discouraged
 - C. Format matters less than honest and comprehensive content
 - D. Supervisors must follow only one standard format
180. Officer Hans is well-liked and rarely in conflict with peers but consistently fails to follow evidence handling protocols. What category should this be addressed under?
- A. Teamwork
 - B. Communication skills
 - C. Professional appearance
 - D. Agency policies and procedures
181. Officer Gill forgot to secure her weapon before entering the booking area. Though no incident occurred, she admitted the mistake and now triple-checks equipment. Which category should this be addressed in?
- A. Self-awareness
 - B. Job-related safety practices
 - C. Professionalism
 - D. Knowledge of the area

182. Officer Jennings writes incident reports that are generally thorough but often lack structure and clarity. His radio transmissions are occasionally misunderstood, and citizens sometimes appear confused during interactions. After a performance review, you offer suggestions to help him improve. Which response would best demonstrate a strong commitment to developing communication skills?
- A. Jennings acknowledges your input but explains that miscommunication is often due to citizen stress, not his delivery
 - B. Jennings agrees to review his approach but expresses concern that altering his style might slow him down under pressure
 - C. Jennings asks for examples, reflects on recent interactions, and begins adjusting his writing and radio habits based on your feedback
 - D. Jennings appreciates the review and plans to revisit communication training later when time permits
183. Officer Sullivan often calls dispatch for directions and seems unaware of high-crime areas in his beat. His supervisor notes this shortfall in what performance area?
- A. Knowledge of the area
 - B. Job-related safety practices
 - C. Lackadaisical approach
 - D. Unsureness of the assignment
184. Officer Knight is known to lose his temper over minor issues and isolates himself from squadmates. Which area of the performance review should this be noted in?
- A. Professionalism
 - B. Teamwork
 - C. Interpersonal relations
 - D. Communication skills
185. Officer Levin frequently argues with supervisors over minor tasks and refuses to carry out instructions without a debate. This is most concerning under which performance measure?
- A. Interpersonal relations
 - B. Communication skills
 - C. Acceptance of direction
 - D. Insubordinate tendencies

186. Officer Lim regularly partners with different colleagues without complaint, volunteers to help when others fall behind, and avoids gossip or cliques. This reflects:
- A. Interpersonal relations
 - B. Teamwork
 - C. Professional appearance
 - D. Technical job knowledge
187. What is the primary reason performance reviews should not be rushed?
- A. To ensure the employee does not file a grievance
 - B. To minimize paperwork errors
 - C. To provide maximum benefit to both the employee and the organization
 - D. To avoid union complaints
188. A supervisor who completes a performance appraisal at one sitting and rereads it later is following which best practice?
- A. Allowing time to reflect and revise for clarity
 - B. Documenting violations for HR
 - C. Avoiding personal opinion
 - D. Ensuring it matches previous reviews
189. Why would a supervisor consider using an outline when writing performance reviews?
- A. It helps organize thoughts in a logical manner
 - B. It guarantees a legally defensible review
 - C. It allows HR to approve the review more quickly
 - D. It shortens the time spent in the meeting
190. Officer Reed is angry during her evaluation after learning for the first time that her report writing has been a problem all year. What mistake did her supervisor make?
- A. Failure to supervise
 - B. Purposefully allowing his subordinates to fail
 - C. Failed to provide ongoing feedback
 - D. Waiting for Officer Reed to ask for help

191. A good reason to include specific examples and evidence in a performance review is:
- A. It adds filler content to the narrative
 - B. It ensures the employee will not appeal the review
 - C. It makes the review look more professional
 - D. It supports the validity of your statements and conclusions
192. Which of the following is a common evaluation error?
- A. Citing examples from six months ago
 - B. Mentioning both good and bad behaviors
 - C. Comparing the employee to past colleagues
 - D. Relying only on recent performance
193. What is the danger of the “halo effect” during performance appraisals?
- A. It confuses job duties with personality
 - B. It skews the review by overemphasizing all good or all bad performance
 - C. It reduces the length of the report
 - D. It distracts from writing a summary
194. Officer Lane’s performance review ends with a paragraph praising her teamwork and noting her occasional tardiness. It ends with: “Lane appears poised for a strong year ahead.” This is an example of:
- A. Objective scoring
 - B. A thoughtful, balanced summary
 - C. A typically required ending
 - D. An official warning
195. Which is NOT a performance evaluation error?
- A. Letting personal bias influence the review
 - B. Citing only recent events
 - C. Using examples from multiple time periods
 - D. Over-relying on “average” ratings to avoid justification
196. What should a supervisor do if writing evaluations feels like a chore?
- A. Try using a topic outline to help structure thoughts
 - B. Use a template with mostly default language
 - C. Delegate the task to a senior officer
 - D. Avoid written narratives and use only checklists

197. Officer Novak's supervisor gives him a glowing review despite several recent issues, saying, "I don't want to be too hard on him." This illustrates which mistake?
- A. Personal bias
 - B. Central tendency error
 - C. Over-documentation
 - D. Lack of honest assessment
198. Why should a performance review summary include both strengths and weaknesses?
- A. It makes the supervisor appear balanced in his ability to perform a proper performance review
 - B. It increases the chance of promotion
 - C. It provides a full picture of the employee's performance
 - D. It is required by most unions
199. What is the most appropriate demeanor for a supervisor to adopt during a tense performance review session?
- A. Calm, pleasant, and attentive to emotional cues
 - B. Assertive and uncompromising from the start
 - C. Detached and unresponsive to emotion
 - D. Stern and directive to avoid losing control
200. What should a supervisor do when an employee begins venting emotionally during a performance review?
- A. Match the tone to show control
 - B. Interrupt and redirect the conversation immediately
 - C. Call in another supervisor as a witness in case allegations are made
 - D. Listen quietly, nod occasionally, and resume once they wind down
201. Which of the following should a supervisor NOT do during a difficult performance appraisal?
- A. Apologize for accurate and fair findings to avoid conflict
 - B. Speak plainly and maintain eye contact as this may appear challenging
 - C. Allow breaks if emotions escalate
 - D. Remain quiet during emotional outbursts

202. A supervisor believes strongly in the fairness and accuracy of a performance review, but the employee becomes hostile. What is the best course of action?
- A. Conclude the session immediately
 - B. Stay firm, maintain composure, and continue the evaluation
 - C. Tell the employee that a higher-level supervisor will handle the review from now on
 - D. Avoid discussing sensitive topics further
203. When, and why, should a supervisor inform their own superior after a review goes poorly?
- A. To request the employee be reassigned
 - B. To prepare leadership in case the employee appeals the evaluation
 - C. To recommend that the employee seek counseling
 - D. To initiate a formal disciplinary hearing
204. What is a leader's ethical responsibility during a difficult evaluation?
- A. Own and communicate unpopular opinions when based on fact
 - B. Refer all serious issues to the Employee Assistance Program
 - C. Focus only on objective metrics and avoid personal judgments
 - D. Avoid issuing consequences until the next review period
205. Officer Lacey begins shouting during her evaluation and accuses her supervisor of bias. What is the supervisor's best response?
- A. Challenge her claim directly
 - B. Skip the review and reschedule for a later time
 - C. Let her vent fully while remaining calm and nonreactive
 - D. End the meeting and document her behavior
206. A review becomes tense, so the supervisor pauses and says, "Let's take five, I need to use the restroom." What strategy is this?
- A. Avoiding conflict entirely
 - B. Allowing time to skip over uncomfortable topics
 - C. Delaying follow-up on disciplinary issues
 - D. Creating space for emotions to settle while preserving dignity

207. Which of the following are appropriate responses when a review becomes highly emotional?

- I. Allowing time to vent
- II. Rescheduling the entire session
- III. Temporarily shifting topics

- A. I and II only
- B. II and III only
- C. I and III only
- D. I, II, and III

208. Officer Chen was told to improve report writing by next quarter. The following quarter, his new supervisor is unaware of this and gives him a passing mark. What appraisal step was likely skipped?

- A. Follow-up and communication with the next supervisor
- B. Clarification of expectations
- C. Scoring accuracy review
- D. Documentation of past grievances

209. Why is employee involvement in setting goals preferred during the performance appraisal process?

- A. It ensures the goals are simple and require no supervisor input
- B. It eliminates the need for disciplinary measures later
- C. It promotes agreement, motivation, and ownership of the objectives
- D. It reduces the supervisor's responsibility to enforce outcomes

210. What should a supervisor do if an employee repeatedly fails to meet established performance goals without good cause?

- A. Accept failure as part of individual difference
- B. Take action, ranging from additional time to discipline
- C. Increase the number of goals next cycle to create urgency
- D. Transfer the employee to a different supervisor

211. Sergeant Daniels wants to set six separate goals for an officer, including improving court testimony, expanding case reports, and studying for promotion. The officer already has a time-consuming reassignment. What should Sergeant Daniels consider?
- A. Additional objectives will motivate the officer
 - B. The employee must be challenged regardless of workload
 - C. Six goals is a typical minimum for top performers
 - D. Fewer, focused goals are better when major tasks are already assigned

Chapter 8: How to Handle Complaints (When Things Go Wrong)

212. What mindset is most critical for a supervisor when hearing a citizen complaint?
- A. Assume guilt only when video evidence exists
 - B. Treat the complainant as likely deceptive
 - C. Remain open to the possibility that the complaint may hold truth
 - D. Compare the complaint to similar past incidents before responding
213. What is the first responsibility a supervisor must maintain when receiving a complaint?
- A. Assume guilt until proven innocent
 - B. Believe only those with clean criminal records
 - C. Focus on defending the officer first
 - D. Keep an open mind, regardless of initial impressions
214. According to a veteran internal affairs sergeant, what lesson did he learn over time?
- A. Most complaints are baseless and can be dismissed quickly
 - B. Only experienced officers should take complaints
 - C. Even unlikely claims deserve full investigation before being dismissed
 - D. Verbal complaints are less credible than written ones
215. Sergeant Ellis receives a confusing and implausible complaint about officer misconduct. He notes inconsistencies but continues listening and documenting carefully. Why is this the correct approach?
- A. It helps expose the complainant's criminal record
 - B. It allows the supervisor to gather facts impartially before drawing conclusions
 - C. It helps supervisors quickly close out complaints
 - D. It lets the accused officer confront the complainant directly

216. What is one of the first steps a good law enforcement agency takes to reduce future misconduct complaints?
- A. Installing body cameras in all police cruisers
 - B. Limiting citizen access to complaint forms
 - C. Conduct background and psychological screenings of all applicants
 - D. Requiring all complaints to go through court mediation
217. Which complaints are generally appropriate for informal handling by the first-line supervisor?
- A. Traffic-related or discourtesy complaints
 - B. Allegations of criminal theft by an officer
 - C. Use-of-force incidents requiring hospitalization
 - D. Allegations involving officer bias
218. Which of the following are reasons law enforcement agencies investigate complaints against personnel, policies, or practices?
- I. To protect officers from unfounded accusations
 - II. To expose and correct flawed agency procedures
 - III. To maintain the agency's public credibility
 - IV. To reduce the number of lawsuits filed
- A. I, II, and IV only
 - B. I, III, and IV only
 - C. I, II, and III only
 - D. I, II, III, and IV
219. Which of the following correctly describes the *Garrity* ruling's impact on internal investigations?
- A. It allows coerced statements to be used in criminal court
 - B. It only applies to officers under federal jurisdiction
 - C. It prevents employees from refusing to answer questions
 - D. It protects officers' compelled statements from being used in criminal proceedings

220. Which of the following statements is TRUE?
- A. *Garrity* warnings are required in nearly every complaint investigation involving officer conduct
 - B. Supervisors should proceed with interviews unless specifically told not to by legal advisors
 - C. When *Garrity* may apply, it's best to seek guidance before taking further action
 - D. Minor complaints should be treated with the same urgency as serious misconduct allegations
221. What does a “sustained” finding indicate in a misconduct complaint?
- A. The officer was partially at fault, but the complainant overreacted
 - B. The alleged misconduct occurred as stated
 - C. The misconduct occurred, but did not break any rules
 - D. The officer did nothing wrong, but the policy was unclear
222. Which disposition applies when the misconduct did occur but was not what the complaint was about?
- A. Exonerated
 - B. Unfounded
 - C. Defective policy or procedure
 - D. Misconduct not based on complaint sustained
223. What should a supervisor do if either the employee or complainant is unhappy with the findings?
- A. Calmly explain the appeal process
 - B. Argue the facts until the person agrees
 - C. Avoid further communication to prevent conflict
 - D. Reinvestigate the case
224. Which of the following would most likely fall under “exonerated”?
- A. An officer forgot to log evidence
 - B. An officer was rude during a call
 - C. An officer handcuffed a violent teen
 - D. An officer failed to appear in court

225. What is the best way to ensure there are no future rumors of cover-up or favoritism in a complaint case?

- A. Hold a press conference
- B. Thoroughly document all steps from complaint to resolution
- C. Ignore minor infractions to reduce workload
- D. Let only the employee see the findings

226. A supervisor concludes that the employee followed agency policy, but the policy itself was flawed and caused the issue. What should happen next?

- A. Discipline the employee anyway to appease the complainant
- B. Recommend policy revision and take no action against the employee
- C. Mark the complaint as unfounded
- D. Ignore the policy issue unless more complaints are made

227. Which of the following actions should be taken after the complaint resolution process is complete?

- I. Notify both employee and complainant
 - II. Offer a sincere apology if the agency erred
 - III. Document everything in case it resurfaces later
 - IV. Avoid follow-up contact to prevent reigniting tensions
- A. I and IV only
 - B. I, II, and III only
 - C. II, III, and IV only
 - D. I, II, III, and IV

228. Why is it important to follow up after a correction has been implemented?

- A. To gather statistics for performance evaluations
- B. To remind the complainant that the agency took action
- C. To inform other employees of consequences
- D. To make sure the fix is lasting and hasn't been quietly reversed

229. Sergeant Monroe receives a late-night call from a visibly intoxicated woman claiming she was inappropriately touched by one of his officers during a recent traffic stop. Despite her slurred speech and prior disorderly conduct arrests, she insists on making a complaint. What is the most appropriate course of action for Monroe?
- A. Politely note the complaint but advise her to return when sober so the facts can be accurately recorded
 - B. Thank her for the call, document the accusation, and place the officer on desk duty until the issue is resolved
 - C. Immediately call the accused officer for a response to compare accounts before deciding whether to investigate
 - D. Take the allegation seriously, maintain a neutral tone, and begin gathering information without making assumptions
230. Lieutenant Alvarez is reviewing a misconduct claim involving Officer Greene, who allegedly omitted key facts in an arrest report. Greene claims he was following outdated field training practices and expresses willingness to improve. How should Alvarez respond in alignment with complaint-handling principles?
- A. Reprimand Greene and order him to re-submit the report with updated language and correct documentation
 - B. Investigate the report, assess department training and policy gaps, and consult command staff on next steps
 - C. Suspend Greene and initiate a mandatory ethics review to send a message about documentation standards
 - D. Decline further inquiry, as Greene's intent was not malicious and he has acknowledged the mistake
231. Captain Rowe, of Internal Affairs, receives a citizen complaint about an officer who allegedly used racial slurs during a traffic stop. The officer denies the accusation, but the complainant insists and demands a response. What should Captain Rowe do first?
- A. Reassure the officer the complaint will be dismissed if unsupported
 - B. Review body cam footage and canvass for witnesses to establish facts
 - C. Issue an informal apology while advising the officer to avoid similar claims
 - D. Refer the issue to the Chief before making any agency moves

232. Deputy Chief Wallace discovers that an officer failed to follow proper evidence logging procedures, although there was no criminal intent. The mistake was revealed during an unrelated complaint review. How should Wallace categorize this finding?
- A. Sustained misconduct based on criminal negligence
 - B. Unfounded complaint due to no malice or intent
 - C. Misconduct not based on complaint sustained
 - D. Exonerated due to no violation of existing policies

Chapter 9: How to Fix Broken Behavior

233. What is the most accurate definition of self-discipline?
- A. Following rules to avoid punishment or scrutiny
 - B. Obeying orders promptly, regardless of personal belief
 - C. Doing what is right for the right reasons, even when no one is watching
 - D. Acting in a manner that earns recognition from superiors
234. A supervisor discovers that an officer routinely follows policy only when being observed by ranking personnel. Which conclusion best applies?
- A. The officer is displaying proper chain-of-command respect
 - B. The officer may need a refresher on written procedures
 - C. The officer lacks self-discipline and may not model leadership standards
 - D. The officer is demonstrating initiative in adapting to different management styles
235. What does the phrase “Ignore the bad ones, lose the good ones” primarily warn against?
- A. Letting strong employees take control of discipline
 - B. Praising bad employees to avoid conflict
 - C. Encouraging high-performers to discipline their peers
 - D. Failing to address misconduct will alienate good employees
236. What is one benefit of intervening to correct bad behavior early?
- A. It removes toxic employees immediately
 - B. It can help the employee salvage their career
 - C. It increases loyalty from upper management
 - D. It provides grounds for immediate demotion

237. What best distinguishes a “mistake of the head”?
- A. It is always caused by malicious intent
 - B. It stems from forgetfulness or lack of knowledge
 - C. It reflects a disregard for training
 - D. It always leads to formal discipline
238. Which of the following is the clearest example of a “mistake of the heart”?
- A. Lying to a supervisor about misconduct
 - B. Forgetting to fill out a use-of-force form
 - C. Missing a shift due to confusion about the schedule
 - D. Improperly booking evidence because of distraction
239. Which of the following is NOT one of the positive effects of discipline?
- A. Teaches the employee not to repeat the behavior
 - B. Shows the organization what is acceptable
 - C. Guarantees the offending employee will reform
 - D. Prevents misconduct by educating others
240. Why should the supervisor be involved in determining the discipline for an employee?
- A. Because HR policies require it in every case
 - B. To ensure a third-party perspective is included
 - C. So they can assign punishment without administrative review
 - D. Because the supervisor knows the employee’s strengths, weaknesses, and history
241. Which of the following are valid reasons for a supervisor to participate in the disciplinary process?
- I. They understand the employee’s work history
 - II. They provide a detached, objective viewpoint
 - III. They strengthen their leadership role
 - IV. They ensure the punishment is consistent with department-wide standards
- A. I and III only
 - B. I and II only
 - C. II and IV only
 - D. III and IV only

242. What is the purpose of “comparative discipline?”
- A. To ensure discipline is decided only by higher command
 - B. To allow supervisors flexibility to address minor infractions
 - C. To discourage employee appeals for minor infraction
 - D. To ensure fairness by applying consistent penalties for similar offenses
243. Which of the following best describes the principle of “progressive discipline”?
- A. Escalate corrective measures if behavior continues
 - B. Give the harshest punishment first to make an example
 - C. Punish all infractions equally regardless of context
 - D. Avoid punishment and focus on retraining
244. What is the risk of failing to document disciplinary action?
- A. Future supervisors may treat repeat offenses as first-time incidents
 - B. Employees will immediately appeal the decision
 - C. Internal, early warning sign flags will be not be triggered
 - D. The employee will be unable to receive training
245. Why is it important to consult organizational history when making a disciplinary decision?
- A. To avoid unnecessary paperwork
 - B. To ensure decisions align with past practices and maintain consistency
 - C. To ensure Internal Affairs approves the punishment
 - D. To minimize the supervisor’s responsibility
246. What advice is given for dealing with an employee who becomes upset or angry during a disciplinary discussion?
- A. Terminate the discussion immediately
 - B. Remain patient and empathetic, and allow limited venting
 - C. Escalate the discipline to assert control
 - D. Record the outburst as part of the punishment

247. Which of the following is considered a clear warning flag that an employee may be in trouble?
- A. An officer who frequently works overtime
 - B. An employee who is occasionally late after vacation
 - C. An officer who volunteers for extra assignments
 - D. An employee whose work performance deteriorates markedly
248. Which of the following is a recommended way to begin gathering insight into an employee's issue if the employee is reluctant to talk?
- A. Review personnel files and past performance evaluations
 - B. Ask their peers to submit written statements
 - C. Monitor their breaks and lunch conversations
 - D. Schedule a meeting with their family
249. Why should a supervisor refer a troubled employee to a professional rather than trying to solve the issue alone?
- A. To avoid disciplinary involvement
 - B. To protect the department from lawsuits
 - C. Because employees prefer strangers to supervisors
 - D. Because supervisors are not trained mental health counselors
250. What is the "prime directive" for supervisors when counseling troubled employees?
- A. Solve the employee's personal problem quickly
 - B. Offer support, but remember the employee must solve their own problems
 - C. Use progressive discipline in all counseling matters
 - D. Escalate the issue to HR after the first meeting
251. During a counseling session, a supervisor should not:
- A. Make it clear the employee is responsible for action
 - B. Be prepared for an emotional response
 - C. Summarize by ending on a positive note
 - D. Instantly go into problem-solving mode

252. What is the main danger of delaying disciplinary action?
- A. It will allow the misconduct to spread to others
 - B. The employee may forget who their supervisor is
 - C. The connection between misconduct and consequence weakens
 - D. The agency might change the rules before action is taken
253. Why might delayed discipline be considered “cruel and unusual punishment”?
- A. It often results in a harsher penalty than intended
 - B. It prolongs stress for the employee without resolution
 - C. It affects the morale of other employees more deeply
 - D. It violates the agency’s progressive discipline scale

Chapter 10: How to Keep Your People Safe

254. What is the ultimate goal of a safety-smart law enforcement leader?
- A. To ensure officers can complete more arrests per shift
 - B. To reduce reliance on internal affairs investigations
 - C. To build a team of survival-conscious officers
 - D. To eliminate all use-of-force incidents entirely
255. What mindset must a responsible leader adopt to survive emotionally in this line of work?
- A. That mistakes will happen and must be hidden
 - B. That they are solely responsible for officer survival
 - C. That fear of injury is a part of leadership
 - D. That they can only do so much, and the rest lies with those they train
256. Which of the following best describes the type of training officers must undergo to increase street survival skills?
- A. Classroom lectures on constitutional law
 - B. Realistic scenario-based training like ground fighting and weapon takeaway
 - C. Community service training and interview techniques
 - D. Conflict resolution seminars and neighborhood forums

257. Why must law enforcement training be conducted by skilled professionals?
- A. So training logs are accurately completed
 - B. Because poor instruction can cause injury or death during realistic exercises
 - C. So that the department can avoid improper training lawsuits
 - D. So officers enjoy the training sessions more
258. What is a major concern with outdated or unreliable equipment?
- A. It may fail during use, increasing risk to officers
 - B. It costs too much to repair
 - C. It creates low morale
 - D. It causes poor public perception
259. A fatal error which can claim the life of a law enforcement officer include all of the following EXCEPT:
- A. Over assumptions
 - B. Poor approach at a call
 - C. Failure to watch a suspect's hands
 - D. Poor weapon retention practices
260. Which of the following best describes a leader's duty when noticing a potentially unsafe agency culture?
- A. File a report with the training division and let them handle it
 - B. Take active steps to reform dangerous behaviors and mindsets
 - C. Ignore the issue unless a complaint is made
 - D. Only address safety concerns during evaluations
261. What principle should guide a supervisor's approach to ensuring officer safety?
- A. Assume officers will do the right thing
 - B. Trust veteran officers to self-correct
 - C. You get what you inspect, not what you expect
 - D. Focus safety checks only during training weeks

262. Which of the following are considered essential, common-sense safety practices for law enforcement officers?

- I. Wear your body armor
- II. Use back-up help wisely
- III. Keep watching your subject's eyes
- IV. Assume that suspects are always unarmed

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

263. What is the benefit of doing contingency planning during duty downtime?

- A. It guarantees that the officer will never be injured
- B. It increases the likelihood of a successful outcome during real confrontations
- C. It allows officers to avoid standard procedures
- D. It reduces the need for backup assistance

264. What activity should officers engage in during downtime on duty?

- A. Reviewing arrest reports
- B. Mentally rehearsing responses to potential threat scenarios
- C. Cleaning and maintaining uniforms
- D. Completing mandatory paperwork

265. What is one of the key reasons a supervisor must serve as a positive role model regarding officer safety?

- A. To satisfy department policy
- B. To avoid disciplinary action
- C. To show officers how to work safely through example
- D. To gain public approval

266. What should a supervisor do after identifying unsafe behavior or faulty equipment?

- A. Report it to an external agency
- B. Wait until another supervisor has time
- C. Note it and monitor over the next few weeks
- D. Take immediate corrective action

267. A supervisor fulfills their inspection duties primarily by:
- A. Having monthly staff briefings
 - B. Conducting annual written exams
 - C. Being out in the field and observing real-world practices
 - D. Relying on complaint reports
268. Which of the following are obligations of a law enforcement supervisor to ensure officer safety and wellness?
- I. Acting as a risk manager
 - II. Being a skilled trainer
 - III. Defending officers when they do it right
 - IV. Deferring field inspections to command personnel
- A. I and II only
 - B. I, II, and III only
 - C. I, II, and III only
 - D. I, II, III, and IV
269. A patrol officer follows all safety protocols during a tense arrest but receives a citizen complaint. What is the supervisor's best course of action?
- A. Side with the complainant publicly but with the officer privately
 - B. Reassign the officer to a post that does not deal with civilians often
 - C. Defend the officer's justified safety actions
 - D. Defer the complainant's investigation to a supervisor outside your chain of command
270. What is a supervisor's first obligation in modeling officer safety?
- A. Administering safety training courses
 - B. Personally demonstrating proper officer safety tactics
 - C. Creating new departmental policies
 - D. Ensuring safety checklists are completed weekly
271. What should a leader do after making a safety mistake on a call?
- A. Correct it in private later
 - B. Ignore it to avoid embarrassment
 - C. Schedule himself for additional training
 - D. Acknowledge the mistake and explain what should have been done

272. Which of the following are responsibilities a supervisor has in promoting officer safety and risk management?

- I. Advocating for officer safety equipment and training
- II. Mandating the use of safety gear like seat belts
- III. Monitoring officer driving and weapons handling practices
- IV. Training to protect against civil lawsuits

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

Chapter 11: How to Feed the Newshounds without Getting Bitten

273. Why is cooperation between police and journalists important?

- A. Journalists are legally required to report everything they see.
- B. Police officers often need help with investigations.
- C. Both groups have something the other needs to perform their job effectively.
- D. Media coverage always leads to better public safety outcomes.

274. Which of the following best describes the supervisor's role in police-media relations?

- A. Enforcing strict media bans to protect agency confidentiality
- B. Using common sense to apply agency policies and foster cooperation
- C. Ensuring that only the Chief or the Public Information Officer speaks with the press
- D. Teaching officers how to avoid answering reporters' questions

275. Which of the following is NOT one of the three basic media access rules enforced by most police agencies?

- A. Media representatives may not break the law.
- B. Media representatives may not endanger others.
- C. Media representatives must obtain authorization to be present on incident scenes.
- D. Media representatives must not interfere with law enforcement operations.

276. What is the first step a supervisor should take to ensure proper media interaction?

- A. Attend a media-relations seminar.
- B. Establish a relationship with local journalists.
- C. Learn and understand departmental media guidelines thoroughly.
- D. Practice role-playing media scenarios with officers.

277. A police supervisor sees a reporter cross police tape into a crime scene. What should the supervisor consider before taking enforcement action?
- A. Whether the story the reporter is covering will make the agency look bad
 - B. If the reporter has ever criticized the police before
 - C. Whether the misconduct was intentional or accidental
 - D. Whether the press pass was issued by the city or state
278. Which of the following questions should a supervisor consider before taking action against a misbehaving reporter?
- I. Was the misconduct likely due to unclear instructions from officers?
 - II. Is the individual from a usually ethical news organization?
 - III. Was there any damage to department property?
- A. I and II only
 - B. II and III only
 - C. I and III only
 - D. I, II, and III
279. Which of the following is the most appropriate response when a reporter enters a restricted area unintentionally?
- A. Arrest the reporter for interfering with police duties
 - B. Confiscate the reporter's camera
 - C. Report the reporter to their editor immediately
 - D. Issue a verbal warning and politely escort them out
280. Which of the below statements is true for on-scene police supervisors regarding the media?
- A. Supervisors should confiscate video evidence if it's upsetting.
 - B. Supervisors are not responsible for deciding which images can and cannot be captured in a public place.
 - C. Supervisors should direct all media questions to the chief or Public Information Officer.
 - D. Supervisors should prevent photos from being taken at traumatic scenes.

281. Which of the following are common sense guidelines for law enforcement supervisors when working with the media?
- I. Know and follow your agency's policies and media procedures
 - II. Always tell the truth to the media
 - III. Avoid interviews by referring all questions to the proper channels
 - IV. Be aware of relevant information release laws and court decisions
- A. I, II, and III
 - B. I, III, and IV
 - C. I, II, and IV
 - D. II, III, and IV
282. What is the most important rule for law enforcement leaders to follow when giving an interview?
- A. Avoid technical terms that may confuse the audience
 - B. Use humor to build rapport with the public
 - C. Tell the truth and nothing but the truth
 - D. Keep answers vague to protect sensitive details
283. Why might a supervisor be the best choice to conduct an interview at a crime scene?
- A. The most informed officer may be too busy handling the incident
 - B. Reporters prefer to speak with high-ranking officers
 - C. Line officers are prohibited from speaking to the media
 - D. Supervisors have better public speaking skills
284. When is it acceptable for a supervisor to ask a reporter what questions will be asked during an interview?
- A. Anytime, as it helps both parties prepare
 - B. Never—it shows a lack of confidence
 - C. Only if the interview will be aired live
 - D. Only with approval from the public information officer
285. How should a supervisor respond to unexpected or "surprise" questions during an interview?
- A. End the interview immediately
 - B. Say "no comment" and move on
 - C. Refer all further questions to the agency spokesperson
 - D. Politely state they can't answer or don't know

286. Why is it important to conduct pre-interview fact-checking and preparation?
- A. To develop long-term media relationships
 - B. To memorize every potential answer
 - C. To avoid spreading false or unverified information
 - D. To script the entire interview ahead of time
287. What is a smart strategy for interviewees who feel nervous before going on camera?
- A. Ask someone else to do the interview
 - B. Rehearse key talking points in advance
 - C. Request only off-camera interviews
 - D. Arrive late to shorten the session
288. What is the ideal demeanor for a law enforcement leader during a media interview?
- A. Formal and detached
 - B. Casual and humorous
 - C. Emotional and passionate
 - D. Relaxed but in control
289. What is one reason to avoid distracting gestures or body language during an interview?
- A. They make the interview longer
 - B. They reveal nervousness to the press
 - C. They draw attention away from your message
 - D. They signal defensiveness to the audience
290. Why should a police leader avoid lengthy answers during a TV interview?
- A. Long answers violate media policy
 - B. Most interviews are short and heavily edited
 - C. Reporters prefer short interviews
 - D. It makes it easier to avoid follow-up questions
291. When should a supervisor ask for a second take or “do-over” during an interview?
- A. Only if the interviewer is rude
 - B. When the interview was not live and the performance was poor
 - C. Anytime the supervisor feels unprepared
 - D. After checking with agency legal counsel

292. Why should a supervisor avoid granting exclusive interviews to only one media outlet?

- A. It results in legal challenges
- B. It confuses the agency's media strategy
- C. It creates the appearance of favoritism and unfairness
- D. It makes press conferences more difficult

293. How should a leader treat all media recording equipment?

- A. As non-operational until confirmed
- B. As needing department approval
- C. As always on and recording
- D. As private property never to be seized

294. How should a leader respond to an unethical or aggressive interviewer?

- A. Stop the interview and leave immediately
- B. Match their tone to assert authority
- C. Stay calm and maintain professionalism
- D. File a formal complaint on the spot

295. Which of the following are recommended strategies for delivering a successful media interview?

- I. Ask what questions the interviewer plans to ask
 - II. Plan and practice your responses
 - III. Keep your answers concise and focused
 - IV. Speak in an authoritative, commanding tone to show confidence
- A. I, II, and III only
 - B. II, III, and IV only
 - C. I, II, and IV only
 - D. I, III, and IV only

296. Which of the following events would typically justify issuing a news release?

- A. An officer receives a parking citation
- B. A vehicle collides into a traffic pole
- C. A civilian helps a blind person cross the street
- D. The agency is kicking off a new Junior Police Academy program

297. According to best practices, what should appear in the first sentence or two of a news release?
- A. A personal message from the Chief
 - B. The most important facts of the incident (the lead)
 - C. Background information on the police department
 - D. A disclaimer about media contact
298. Which of the following best describes the structure and tone a supervisor should use in writing a police news release?
- A. Extensive, detailed, and written like a full incident report
 - B. Highly technical and full of police jargon
 - C. Concise, factual, and written in plain language with the most important information first
 - D. Narrative and dramatic to capture audience attention
299. What is a key reason not to issue news releases that lack actual value?
- A. They may be leaked to competitors
 - B. They damage the agency's credibility with the media
 - C. They reduce officer morale
 - D. They increase the chance of lawsuits
300. Which of the following should *not* appear in a well-written police news release?
- A. Time and date in civilian format
 - B. The writer's personal opinion
 - C. The agency's contact information
 - D. A title or heading
301. Which voice is preferred in a professional police news release?
- A. Passive voice for neutrality
 - B. Narrative voice to build tension
 - C. Active voice for clarity and engagement
 - D. Interrogative voice to prompt reader thought

302. What is the proper way to list a time in a police news release?
- A. 6 p.m.
 - B. 1800 hours
 - C. Sixteen hundred
 - D. Time need not be listed
303. What should the writer do if a release doesn't get picked up by the media?
- A. Call the media and ask why it was not run
 - B. Understand it may have been skipped due to time or space limits
 - C. Blame the headline
 - D. Avoid issuing future releases
304. What is the most important reason to include your name and contact info in a release?
- A. So reporters can follow up for clarification
 - B. To ensure personal credit
 - C. For agency recordkeeping
 - D. To prevent plagiarism
305. Which sentence uses the appropriate voice for a news release?
- A. The burglary suspect was apprehended by Officer Taylor.
 - B. Officer Taylor apprehended the burglary suspect.
 - C. Either A or B is proper
 - D. Neither A nor B are proper
306. Why should the writer keep a copy of each release?
- A. To attach it to the department's financial reports
 - B. To include it in their annual performance evaluation
 - C. For future reference and accountability
 - D. To distribute it later at public outreach events
307. Which of the following is the *best* way to title a news release?
- A. Briefly summarize the subject in a heading
 - B. Leave it untitled and let reporters decide
 - C. Use a bold, humorous phrase
 - D. Label every release "Police News"

308. Which of the following is true about sentence structure in a news release?
- A. Use long paragraphs and formal legal terms
 - B. Mimic police reports for maximum detail
 - C. Use short, concise sentences and paragraphs
 - D. Focus on chronological storytelling
309. Which of the following *should not* be included in a news release?
- A. Rumors or unverified information
 - B. Contact email for follow-ups
 - C. Journalistic style formatting
 - D. Clear, civilian time format
310. Why is proofreading a news release multiple times important?
- A. To improve literary flair
 - B. To avoid embarrassing mistakes or inaccuracies
 - C. To give other officers more reading material
 - D. To pass media tests
311. You're reviewing a press release drafted by a new Sergeant. It includes several abbreviations and uses 24-hour time (e.g., "Occurred at 1700 hrs"). How should you advise them?
- A. Leave it as is—reporters should be familiar with police terms
 - B. Revise it to civilian time and simplify the language
 - C. Translate terms in footnotes
 - D. Tell them to send it anyway to avoid delays
312. You send out a brief but factual news release about a robbery suspect's arrest. A journalist emails asking for additional context and background on the suspect. What's your best next step?
- A. Refer them to your agency website for the news release
 - B. Ignore the request—your job is done
 - C. Give them your opinion to help fill in the story
 - D. Provide only what is legally releasable and appropriate

313. Which of the following are proper guidelines for preparing a news release?

- I. Keep the content short and limited to a single page
- II. Include your personal opinions to provide context
- III. Use civilian time and date format
- IV. Proofread and correct all errors before releasing
- V. Follow agency media release protocols

- A. I, II, IV
- B. II, III, V
- C. I, III, IV, V
- D. I, II, III, V

Chapter 12: How to Work for Someone

314. Which of the following best represents your boss's expectation regarding the information you provide?

- A. Deliver information that aligns with the department's public image
- B. Prioritize brevity over completeness when relaying details
- C. Present the full, accurate picture—even if it reflects negatively
- D. Avoid burdening your boss with minor operational challenges

315. Which of the following best demonstrates your professional responsibility when your boss seeks information on a policy matter outside your area of expertise?

- A. Refer the boss to someone else and move on
- B. Answer based on your general understanding and follow up later if needed
- C. Recommend skipping the issue until more information is available
- D. Acknowledge the gap in knowledge and promise to research it promptly

316. A supervisor hears persistent rumors about dissatisfaction in a specific unit. What is the most effective way to respond while meeting their obligation to the boss?

- A. Wait until formal complaints are filed to avoid drama
- B. Gather accurate facts and relay the verified issues to the boss
- C. Quietly tell the unit sergeant to handle it internally
- D. Mention the rumors casually to see how the boss reacts

317. A newly promoted supervisor is known for strong skills but occasionally turns in reports with careless errors. How does this impact what the boss expects most?
- A. It fails to meet the standard of delivering consistent, top-quality work
 - B. It demonstrates initiative but needs polish
 - C. It shows the supervisor is overwhelmed and needs help
 - D. It's acceptable as long as the job gets done on time
318. Which of the following are among management's core expectations of law enforcement supervisors?
- I. Publicly question agency policies that may be controversial
 - II. Model calmness under pressure
 - III. Develop subordinates and exercise authority when needed
 - IV. Provide direct solutions
- A. I and IV only
 - B. II and III only
 - C. II and III only
 - D. II, III, and IV
319. Which of the following actions is most likely to cause lasting damage to a supervisor's relationship with their boss?
- A. Forgetting to submit reports on a consistent basis
 - B. Showing hesitation during a tense moment
 - C. Lying to the boss, even by omission
 - D. Expressing frustration during a team meeting
320. Which of the following is considered pandering to subordinates and should be avoided?
- A. Setting high performance expectations
 - B. Offering flexibility with schedules
 - C. Promising things you can't deliver and blaming upper management
 - D. Encouraging teamwork during shift briefings
321. What should you do if you're tasked with delivering an unpopular decision made by your boss?
- A. Blame the decision on your boss to protect your competence
 - B. Let your team know you personally disagree with the directive
 - C. Tell your team the policy will likely change soon
 - D. Own the decision and deliver it with professionalism

322. What's the risk of upstaging your boss in a shared work environment?
- A. Increased attention from the media
 - B. Higher chances of promotion
 - C. Being seen as less independent
 - D. Damaging the relationship with your supervisor
323. Which of the following would most likely damage your credibility and leadership standing?
- A. Participating in internal gossip or political maneuvering
 - B. Delegating routine decisions to a team lead
 - C. Asking your boss for clarification on a vague directive
 - D. Advocating for your shift's overtime request
324. If you're facing a tough decision but are unsure of the right course, which response is best?
- A. Let your supervisor know you are not confident in your decision
 - B. Show confidence and commitment to action, even if internally uncertain
 - C. Delay action until your confidence increases
 - D. Ask your subordinates what they would do
325. What is the best course of action when you sense your supervisor is under unusual stress?
- A. Avoid approaching them to give them space
 - B. Alert their boss in case support is needed
 - C. Offer quiet support and ask how you can help
 - D. Wait until they initiate a conversation
326. What is one of the main benefits of spending time in conversation with your supervisor?
- A. It allows you to avoid difficult assignments
 - B. You learn their priorities and areas of concern
 - C. It helps you critique their leadership methods
 - D. You can gradually take over their responsibilities

327. A supervisor discovers their lieutenant struggles with writing memos. Which of the following actions is best?
- A. Point out the issue in a staff meeting to offer group support
 - B. Offer assistance with writing tasks
 - C. Recommend the lieutenant attend a writing workshop
 - D. Avoid helping so as not to overstep boundaries
328. Why should a supervisor consider volunteering for tasks their boss might normally handle?
- A. To avoid undesirable routine duties
 - B. To lessen their own team's workload
 - C. To grow professionally and possibly prepare for advancement
 - D. To increase visibility with external partners
329. What is the most effective way to express your interest in eventually taking your boss's job?
- A. Directly ask your boss to mentor you and share their knowledge
 - B. Start assuming small leadership duties without being asked
 - C. Casually mention your interest in front of colleagues
 - D. Request a transfer to a more senior role
330. Which of the following is the most appropriate *first step* when dealing with a difficult supervisor?
- A. Minimize contact
 - B. Request a transfer
 - C. Report the supervisor immediately to their superior
 - D. Speak with them privately and tactfully express how their behavior affects you
331. What is a major risk of gossiping about your difficult supervisor to peers?
- A. It might cause the gossip to become a formal complaint
 - B. It will make your peers take your side against the supervisor
 - C. It usually results in a formal investigation
 - D. It may worsen the situation if the gossip gets back to your boss

332. When should a you consider “talking to your boss’s boss” when addressing problems with your immediate supervisor?
- A. It should be the first thing you try if direct communication fails
 - B. It is a last resort, reserved for serious or criminal misconduct
 - C. It is advisable if your peers agree the boss is unfit
 - D. It is recommended whenever your boss denies wrongdoing
333. A sergeant decides not to address his lieutenant’s verbal jabs and instead tells officers under his command that the lieutenant is “a complete joke.” What likely outcome will this result in?
- A. The lieutenant may be reprimanded by someone higher up
 - B. The subordinate officers will respect the sergeant’s honesty
 - C. The sergeant may worsen his own situation and damage professional credibility
 - D. The problem will resolve itself as the lieutenant reflects on the feedback
334. Which of the following is *most consistent* when confronting a boss about their negative behavior?
- A. Focus on assigning blame so the supervisor understands their impact
 - B. Approach the topic directly by discussing how the behavior makes you feel
 - C. Enlist another supervisor to be present with you so there is a witness to the conversation
 - D. Schedule a formal intervention with the entire team present
335. Lieutenant Adams receives an order from Captain Reyes to prepare a unit report for a community board meeting. Pressed for time, Adams only includes positive highlights and omits a recent citizen complaint that may cast the unit in a negative light. Which leadership failure best describes Adams’ action?
- A. Demonstrating excessive loyalty
 - B. Avoiding confrontation with subordinates
 - C. Lying to his boss by omission
 - D. Violating public information protocols
336. During a team briefing, Sergeant Mason blames an unpopular policy change on his captain, joking, “Hey, don’t look at me—this was the captain’s idea.” What critical mistake is Mason making as a subordinate leader?
- A. Displaying humor as a leadership tool
 - B. Managing up by delegating authority
 - C. Undermining command loyalty
 - D. Creating transparency with his team

337. Lieutenant Grant notices that Chief Ellis has overlooked a key safety flaw in a planned community policing initiative. Grant considers correcting the chief in the upcoming staff meeting but hesitates out of fear it might make the chief look bad. What is the most appropriate course of action based on leadership expectations?
- A. Say nothing during the meeting and follow up with the chief afterwards
 - B. Bring up the flaw publicly to avoid future liability
 - C. Ignore the issue unless someone else raises it
 - D. Correct the chief privately before the meeting to preserve respect
338. Sergeant Liu has grown frustrated with his lieutenant, who frequently interrupts and criticizes him in front of others. Liu wants to address it but fears retaliation. What would be his best initial strategy?
- A. Speak privately and tactfully, explaining how the behavior feels
 - B. Report the lieutenant's behavior to Internal Affairs
 - C. Document each incident and share with peers for support
 - D. Begin limiting communication with the lieutenant to avoid conflict
339. Sergeant Vega notices that her captain has been under significant pressure due to recent staffing shortages and public criticism. Rather than waiting for direction, Vega steps in to handle routine tasks the captain typically manages, such as drafting staffing schedules and fielding community inquiries. What leadership principle is Sergeant Vega demonstrating?
- A. Attempting to upstage her boss to gain recognition
 - B. Participating in unofficial administrative restructuring
 - C. Appropriately taking initiative to support her superior
 - D. Overstepping her authority and altering the chain of command

Chapter 13: How to Survive Your Organization

340. Which of the following best supports long-term *organizational survival* for a law enforcement leader?
- A. Focusing primarily on crime trends and public-facing operations to stay visible
 - B. Demonstrating strong decision-making during emergency field situations
 - C. Developing resilience to internal agency stressors and political challenges
 - D. Minimizing communication with superiors to reduce administrative pressure

341. What is a recommended strategy for maintaining a positive outlook in leadership?
- A. Show forced optimism even during tragic events
 - B. Surround yourself with positive colleagues and limit exposure to consistently negative individuals
 - C. Suppress your emotions completely to avoid influencing others
 - D. Focus exclusively on your own goals and ignore others' moods
342. What is the key difference between self-confidence and arrogance?
- A. Arrogance requires external praise, while confidence is silent
 - B. Arrogance is essential in leadership, while confidence is optional
 - C. Confidence demands respect, while arrogance encourages fear
 - D. Confidence builds trust, while arrogance leads to doubt
343. A lieutenant insists on winning every disagreement with his team, regardless of the topic. What is a likely result?
- A. Stronger team cohesion due to authoritative leadership
 - B. Improved efficiency through reduced back-and-forth debate
 - C. Better compliance with departmental procedures through top-down enforcement
 - D. Decreased respect from peers and subordinates due to perceived ego
344. A sergeant's promotion is delayed due to unexpected family issues. What perspective should help him manage this situation productively?
- A. Consider the delay as a sign to rethink his entire career path
 - B. Recognize that setbacks are temporary and can build experience
 - C. Focus only on short-term wins to compensate for the loss
 - D. Shift blame toward external systems that caused the delay
345. A captain feels discouraged after a high-stakes project is rejected early in the week. The captain should:
- A. Attempt to revisit the project weekly until it's accepted
 - B. Ignore the event entirely and focus only on the next task
 - C. Understand that many negative events feel worse in the moment and fade over time
 - D. Immediately submit a complaint about the review process

346. Why is it important for a supervisor to admit when they are wrong?
- A. It helps avoid performance reviews
 - B. It eliminates the need for further discussion
 - C. It builds credibility and shows integrity
 - D. It reinforces a leader's authority over subordinates
347. What is a primary reason to avoid associating with "poisonous people" in your agency?
- A. They often seek promotions unfairly
 - B. They distract from administrative goals
 - C. They tend to work independently, reducing teamwork
 - D. They can entangle you in unethical schemes that damage your career
348. You overhear a few fellow supervisors joking about getting even with the new chief, and they invite you to a meeting after work. What's the best response?
- A. Politely decline and distance yourself from the group
 - B. Attend to listen but avoid participating
 - C. Join only if you feel your presence might moderate their ideas
 - D. Ask your own subordinates for their opinion on whether to go
349. Why should law enforcement leaders avoid becoming workaholics?
- A. It makes them appear overly ambitious
 - B. It can negatively impact their health
 - C. It may cause resentment from their peers
 - D. It violates agency policy on wellness
350. What defines a law enforcement leader who cheats their employer?
- A. Someone who challenges policies too often
 - B. Someone who keeps poor records of subordinates' performance
 - C. Someone who overuses sick time
 - D. Someone who provides substandard work and breaks rules knowingly
351. You notice that your supervisor shares sensitive internal memos with outsiders. What is your best ethical response?
- A. Confront him during the next team meeting
 - B. Report the conduct through proper channels to uphold integrity
 - C. Take no action unless someone is directly harmed
 - D. Document it quietly for your own protection

352. Why does the author stress the importance of avoiding participation in organizational power plays?
- A. They waste time and often backfire, harming careers and morale
 - B. They are difficult to organize successfully
 - C. They can delay scheduled training and evaluations
 - D. They are primarily initiated by civilians
353. You've been instructed to deliver a briefing at an upcoming city meeting. Instead, you skip the meeting and tell your captain the assignment was never given. What's the most likely long-term consequence?
- A. You'll likely receive a written reprimand
 - B. You'll be removed from future speaking assignments
 - C. You'll be required to undergo retraining on ethical standards
 - D. You'll seriously damage your credibility and risk termination
354. Which of the following is the BEST reason agencies treat high-profile off-duty misconduct so seriously?
- A. It often results in lengthy paperwork and internal investigations
 - B. The agency risks civil liability even for off-duty conduct
 - C. The agency's reputation depends on its leaders upholding standards at all times
 - D. Off-duty conduct affects union grievance arbitration outcomes
355. Which of the following would be the LEAST appropriate action for a leader accused of discriminatory behavior in the workplace?
- A. Issue a general statement of denial without addressing specific concerns
 - B. Cooperate with the investigation and provide any requested documentation
 - C. Consult with legal counsel and avoid confrontational responses
 - D. Reflect on prior conduct to identify any unintentional patterns of bias

356. Which of the following are considered behaviors that could most directly result in being fired?
- I. Repeatedly failing to complete assignments
 - II. Participating in an off-duty scandal that makes the news
 - III. Refusing to follow ethical orders
 - IV. Making frequent public complaints about your supervisor
- A. I and II only
 - B. II, III, and IV only
 - C. I, II, and III only
 - D. I, III, and IV only
357. A newly promoted sergeant consistently makes poor decisions, despite being given feedback and training. What is the likely concern this raises with leadership?
- A. He may be undermining morale through excessive leniency
 - B. His behavior reflects mental laziness or lack of judgment unfit for leadership
 - C. He is being overly technical and not adaptive to street situations
 - D. His actions suggest he is overly influenced by subordinate opinions
358. What is a key reason to prioritize time with family over work?
- A. Family members are less likely to judge professional setbacks
 - B. They provide the primary source of love and long-term support
 - C. Family time can replace the need for emotional self-care
 - D. Job stress becomes irrelevant when you're at home
359. What is the BEST reason to maintain friendships with people outside of law enforcement?
- A. They can help you learn investigative strategies not found on the job
 - B. They may offer career opportunities beyond law enforcement
 - C. They reduce the risk of excessive loyalty to police culture
 - D. They provide diverse perspectives that enrich your thinking
360. A police captain keeps to himself, rarely discusses his concerns, and avoids confiding in friends or family. What risk is he MOST likely facing?
- A. He will be passed over for promotion
 - B. His peers will criticize his leadership
 - C. He will fail to meet agency goals
 - D. He may suffer emotionally from bottled-up stress

361. Which of the following is NOT a healthy way to maintain physical and emotional well-being as a leader?
- A. Making time for personal hobbies and relaxation
 - B. Scheduling regular physical exams and staying active
 - C. Dismissing emotional reactions as unprofessional
 - D. Recognizing and processing your emotions
362. Which of the following are recommended strategies for maintaining emotional and physical balance throughout a leadership career?
- I. Avoiding work-related reading during off-duty hours
 - II. Setting aside time for non-work-related activities
 - III. Remaining open to new ideas and continuous learning
 - IV. Having a plan for life after retirement
- A. I, II, and IV only
 - B. II and III only
 - C. II, III, and IV only
 - D. I, III, and IV only
363. You're mentoring Sergeant Jackson who is struggling with negativity after a series of difficult calls. What advice would you give the Sergeant?
- A. "You need to stop thinking about work when you're off-duty."
 - B. "Acknowledge the bad, but make a conscious effort to focus on the good."
 - C. "Try not to feel anything—it's a sign of weakness in our profession."
 - D. "Once you get through enough of these, they won't bother you anymore."
364. Why is lifelong learning essential?
- A. It prepares you for evolving challenges in law enforcement
 - B. It ensures you're eligible for promotional exams
 - C. It is required for retirement eligibility in some agencies
 - D. It makes your performance reviews more favorable
365. Which of the following BEST explains why planning for retirement is important according to the passage?
- A. It provides a legal tax advantage
 - B. It guarantees a second income stream
 - C. It reduces the likelihood of getting pulled back into part-time duty
 - D. It leads to a smoother transition and longer, healthier post-career life

366. Which of the following actions are recommended strategies for managing and surviving your law enforcement career?
- I. Break rules only as a last resort
 - II. Choose a mentor who is respected and trustworthy
 - III. Avoid workplace politics and schemes
 - IV. Follow the Golden Rule
- A. I, II, and IV only
 - B. I, III, and IV only
 - C. II, III, and IV only
 - D. I, II, and III only

Chapter 14: How to Lead During Challenging Times

367. What is the fastest way for a law enforcement leader to lose credibility with the public?
- A. Not Acknowledging that the public often holds law enforcement to higher standards
 - B. Publicly supporting fellow officers who are under criminal investigation
 - C. Taking the position that officers never make mistakes or do wrong
 - D. Ignoring the social media backlash after a high-profile incident
368. What is one reason the public sometimes assumes all police are alike?
- A. The public has never been educated on law enforcement responsibilities
 - B. Most media outlets are intentionally anti-police in all reporting
 - C. Some officers have engaged in misconduct that leads to stereotyping
 - D. Officers frequently speak out in support of fellow officers' mistakes
369. What is one of the most important things a law enforcement leader can do during times of anti-police rhetoric?
- A. Hold a press conference denouncing media outlets
 - B. Maintain an upbeat and confident demeanor in front of subordinates
 - C. Avoid public appearances to minimize backlash
 - D. Redirect all community concerns to the agency's legal department

370. When your department is under public scrutiny, what is the best way to support your officers and counter misinformation?
- A. Tell your team to remain silent and avoid all community interaction
 - B. Share detailed rebuttals in local media and police union newsletters
 - C. Create anonymous social media accounts to post counterpoints
 - D. Make yourself available to explain law enforcement work in professional, community-based settings
371. Why is it important for leaders to remain visible and engaged with their teams during times of criticism?
- A. So they can control the public narrative
 - B. Because team members draw strength and reassurance from their leaders' presence
 - C. To identify which employees are speaking out online
 - D. So they can enforce department social media policies firsthand
372. You overhear your officers venting about false accusations made against the department. What leadership response would best demonstrate support while maintaining professionalism?
- A. Encourage them to respond online with their personal opinions
 - B. Let them know you're equally angry and suggest ignoring community engagement
 - C. Reassure them in person and emphasize that their professionalism speaks louder than rhetoric
 - D. Remind them to stay quiet and avoid giving any public response
373. Which of the following is NOT a recommended response for law enforcement leaders when facing criticism?
- A. Declining to engage in social media debates about controversial incident
 - B. Maintaining professionalism in public interactions
 - C. Making yourself available to educate the public about your department
 - D. Engaging directly with hostile individuals on social media to correct the record
374. When speaking on behalf of your department, which of the following should a leader do to preserve credibility with the public?
- A. Deny that officers ever make serious mistakes
 - B. Avoid addressing misconduct and change the subject
 - C. Acknowledge that mistakes can happen but are rare, and emphasize accountability
 - D. Point out that misconduct is often exaggerated by the public

375. Why is it important to differentiate your agency from others when addressing public concerns?
- A. To reduce liability in future lawsuits
 - B. So citizens will not expect similar discipline
 - C. Because your officers are members of the same community and not copies of officers from elsewhere
 - D. To ensure the agency avoids budget cuts due to bad publicity
376. A community member confronts you online with an aggressive comment accusing all police officers of being corrupt. How should you respond as a law enforcement leader?
- A. Block them and report their profile to the platform
 - B. Acknowledge their concern and avoid personal attacks
 - C. Publicly challenge their claim and post videos to refute it
 - D. Ask your boss to have the department respond officially

Chapter 15: How to Put It All Together

377. What is one major benefit of learning from the mistakes of others?
- A. It prevents the need for personal training or formal leadership education
 - B. It allows you to avoid consequences without experiencing the pain firsthand
 - C. It guarantees promotion faster than traditional experience
 - D. It replaces the need to observe successful leaders
378. A lieutenant in your department was demoted after being involved in an inappropriate off-duty relationship that made headlines. What is the best takeaway for you as a supervisor?
- A. Avoid dating people from your department
 - B. Don't get caught in public during off-duty hours
 - C. Make a personal commitment to avoid similar behavior
 - D. Refrain from socializing with coworkers altogether
379. A peer frequently ridicules senior leadership's decisions and flaunts minor policy violations. What leadership response best aligns with the passage's lessons?
- A. Ignore it, since it's not your rank to intervene
 - B. Confront the peer publicly to make an example
 - C. Quietly document their actions in case you're questioned later
 - D. Observe the pattern as a cautionary example and use it to reaffirm your own leadership values

380. Which of the following is NOT listed as a major leadership mistake that could lead to termination or disciplinary action?

- I. Insubordination
- II. Immoral behavior
- III. Failing a firearm qualification
- IV. Criminal acts

- A. I and II only
- B. II and IV only
- C. III and IV only
- D. I, II, and IV only

D – 181-182: Failing a firearm qualification once is not mentioned as a fatal leadership error. Insubordination, immoral conduct, and criminal acts are explicitly listed.

381. Which of the following are common pitfalls to ethical decision-making for leaders?

- I. Rationalizing poor choices
- II. Avoiding unpopular but correct decisions
- III. Over-reliance on formal policy manuals
- IV. Acting selfishly

- A. I and III only
- B. II and IV only
- C. I, II, and IV only
- D. I, II, III, and IV

382. What is the primary way a law enforcement leader builds and maintains a positive reputation?

- A. By responding to daily challenges with courage, fairness, and sound judgment
- B. Through strong public speaking skills and formal leadership training
- C. By forming alliances with influential political figures
- D. Through frequent media appearances and community visibility

383. What is a key expectation others have of law enforcement leaders?

- A. That they delegate operational duties to junior staff
- B. That they remain neutral and avoid risk
- C. That they avoid confronting their superiors
- D. That they can perform the basic duties of a frontline officer

384. Why is it ethically and morally important for law enforcement leaders to mentor others?
- A. To reduce their personal workload over time
 - B. To improve community relations without formal programs
 - C. To increase department morale through casual conversation
 - D. To help prepare the next generation of leaders for future responsibilities
385. According to the passage, which of the following is NOT a traditional description of a mentor?
- A. Advisor
 - B. Coach
 - C. Supervisor
 - D. Counselor
386. What is a key responsibility of the mentor when interacting with a junior employee?
- A. Wait until the employee formally requests a mentor
 - B. Direct the employee to seek guidance elsewhere
 - C. Offer help proactively, even without using the term 'mentor'
 - D. Ensure all conversations are scheduled and formal
387. What is one reason mentoring is becoming more formalized in law enforcement?
- A. Police unions have begun requiring it
 - B. Leadership increasingly recognizes its value
 - C. Mentoring is easier than traditional training
 - D. It reduces the need for external training
388. A leader tells a young officer they are always available to help but frequently acts too busy to listen. What consequence might this have?
- A. The officer will respect the leader's time and stop asking
 - B. It encourages the officer to seek answers from peers
 - C. It motivates the officer to become more independent
 - D. It undermines trust and discourages the mentoring relationship
389. What is the ultimate goal of mentoring?
- A. To help the mentee grow into a leader as capable as the mentor
 - B. To ensure organizational loyalty from the next generation
 - C. To reduce the need for formal supervisory training
 - D. To shift administrative responsibilities to junior officers

390. What are some ways a law enforcement leader can give back to the profession?
- A. By enforcing rules more strictly
 - B. By pursuing promotions quickly
 - C. By retiring knowing their mentees are ready to lead
 - D. By teaching, writing, or mentoring
391. Which of the following best describes the “complete package” of a law enforcement leader?
- A. Someone who prioritizes promotions over people
 - B. A leader who avoids conflict and plays it safe
 - C. A role model who is technically skilled, fair, and continually growing
 - D. A supervisor focused on administrative efficiency above all
392. What is the leader’s responsibility toward their loved ones?
- A. To place focus the job first to secure promotions
 - B. To make sure they are respected in the community
 - C. To show loyalty and never neglect their emotional and material needs
 - D. To involve them in departmental activities as often as possible

Chapter 16: How to Figure Out What’s Next

393. Which of the following is an acceptable reason to seek a new assignment?
- A. To avoid conflict with coworkers
 - B. To pursue safer working conditions, better hours, or increased pay
 - C. To keep up with peers who are advancing
 - D. Because another supervisor recommended it
394. Which of the following actions is most likely to improve your chances of promotion to a new assignment?
- A. Taking on high-profile tasks outside your division
 - B. Being vocal about your desire for advancement
 - C. Performing exceptionally well in your current role
 - D. Volunteering for unpopular assignments

395. Why might it be beneficial to accept an assignment you're not excited about?
- A. It shows that you're willing to follow orders without question
 - B. It improves relationships with difficult coworkers
 - C. It may serve your department's needs and benefit your long-term career
 - D. It may allow you to work more flexible hours
396. Sergeant Blair is considering a promotion to lieutenant but feels overwhelmed by family responsibilities, night school, and overtime shifts. What should the sergeant consider before applying?
- A. Whether a different supervisor might support her promotion
 - B. That her department will accommodate her personal schedule
 - C. If she has the time and energy to prepare properly without neglecting other priorities
 - D. That her peers are also considering the same position
397. What might change after you are promoted to a leadership role?
- A. You'll have more influence over vacation and overtime assignments
 - B. You'll be accountable to less people
 - C. You will be expected to support leadership decisions, even if you do not agree with them
 - D. You'll no longer need to attend in-service front-line training
398. What is the best approach if you fail to achieve promotion the first time?
- A. Seek feedback to improve and maintain a positive attitude for next time
 - B. Accept the results and avoid future attempts unless suggested by your supervisor
 - C. Blame the lack of supervisory support and wait for a better opportunity
 - D. Consider transferring to a different department with lower promotional standards
399. When setting career goals late in your law enforcement career, what is a realistic approach?
- A. Plan for the highest possible promotion regardless of time left
 - B. Expect educational requirements to be waived based on age
 - C. Change departments frequently to fast-track promotions
 - D. Aim high but consider your remaining time and required qualifications

400. Which consideration is MOST important when planning for retirement from law enforcement?

- A. Choosing a prestigious second career that maintains your status
- B. Applying for a part-time position in another department before your final day
- C. Ensuring your agency offers lifetime benefits and free consulting roles
- D. Knowing your physical and mental health needs, and planning realistic post-retirement options

401. Which of the following are considered part of a law enforcement leader's self-development obligations?

- I. Keeping current with professional publications
- II. Identifying and addressing personal weaknesses
- III. Relying on on-the-job experience
- IV. Setting an example as a continual learner

- A. I, II, and III
- B. I, III, and IV
- C. I, II, and IV
- D. II, III, and IV