

INFORMATION BULLETIN #2
2017 POLICE SERGEANT EXAMINATION

September 2017

This information bulletin # 2 is to provide candidates with more information regarding the upcoming NOPD Sergeant examination.

I. Broad Knowledge, Skills, and Abilities (KSAs)

Candidates will be tested on the following KSAs during the NOPD Sergeant Examination. These broad KSAs are presented here with their definitions (wherever possible).

1. Ability to understand core law enforcement duties
2. Ability to understand and comply with NOPD Policies and Procedures
3. Ability to work with computers and NOPD-specific technology
4. Leadership and supervision skills: Taking control and exercising command, initiating actions, giving directions, and taking responsibility
5. Planning and organization skills: Systematically arranging one's own work and resources as well as those of others (i.e., officers) for efficient task accomplishment, anticipating and preparing for the future
6. Situational judgment/Crisis management skills: Maintaining effectiveness in diverse situations with varying degrees of pressure, stress, opposition, and disappointment
7. Interpersonal interaction/Relationship management skills: Communicating and networking effectively with others both inside and outside the organization (e.g., one's direct reports/supervisors and citizens within the community)
8. Communication skills: Conveying information and responding to questions/challenges verbally and/or in a written format

II. Study Guide

This study guide is designed to help you study the content from the following books more efficiently. **Although this study guide includes only two textbooks from the reading list, you are responsible for the other required texts and resources listed in the Information Bulletin # 1.**

1. Ianonne, N. F., Ianonne, M.P., & Bernstein, J. (2013). *Supervision of Police Personnel* (8th Edition). Englewood Cliffs, NJ: Prentice-Hall, Inc.
2. Peak, K.J. & Glensor, R.W. (2012). *Community Policing and Problem Solving: Strategies & Practices* (6th Edition). Englewood Cliffs, NJ: Prentice Hall, Inc.

NOTE. Although candidates can read the entire text if they wish to, they should focus more on the sections and subsections listed in this study guide. This is to help candidates better prepare for the multiple-choice test component.

The chapters listed as "All sections and subsections are important" are required to be studied entirely. Additionally, if candidates choose to read the entire text and not use this study guide, we still advise them not to study the chapters marked as "You can skip this chapter." We will not be asking any questions on the content from those chapters.

**Supervision of Police Personnel (8th Edition)
Authored by Iannone, Iannone, & Bernstein (2013)**

Chapter 1: The Supervisor's Role

All sections and subsections are important.

Chapter 2: The supervisor's Function in Organization, Administration, and Management

Administrative Functions

Planning

Organizing

Staffing

Directing

Coordinating

Division of Work

Unity of Command

Span of Control

Delegation

Chapter 3: Leadership, Supervision, and Command Presence

Resistance to Leadership Training

Development of Leadership Ability

Types of Leaders

Autocratic Leader

Democratic or Participatory Leader

Free Rein or Laissez-Faire Leader

Situational Leadership

Transformational Leadership and Empowerment

Elements of Leadership

Discipline

Ethics

Common Sense

Psychology

Leadership Characteristics

Moderation in Supervision

Women Supervisors

Supervising a Diverse Workforce

Supervising the Multigenerational Workforce

Avoiding Gender Bias and Harassment

Leadership Issue in Community Policing

Chapter 4: The Training Function: Problems and Approaches to the Instructional Process

- Importance of Training
 - Causes and Effects of training
 - Remedy for Failure
 - Instructor's Approach to Teaching
- Instruction as a Supervisory Responsibility
- Need for Training
- Principles of Learning
 - Principle of Readiness
 - Principle of Effect
 - Principle of Repetition
 - Principle of Primacy
 - Principle of Recency
 - Principle of Intensity
- Learning process Variables
 - Learning Rate
 - Adult Learner Differences
 - Motivation
 - Interest and Learning Effectiveness
- Five Steps of Teaching
 - Introduction
 - Presentation
 - Review
 - Application
 - Test
- General Problems Affecting Teaching Method
- Common Causes of Teacher Ineffectiveness

Chapter 5: Interpersonal Communications

- Processes of Communications
- Barriers to Effective Communications
 - Failure to Listen
 - Status Differences
 - Psychological Size
 - Noise
 - Language Barriers
 - Fear of Criticism
 - Jumping to Conclusions
 - Filtering
 - Individual Sentiments and Attitudes
 - Intentional Suppression or Manipulation of Communication
 - Complexity of Communications Channels
 - Overloading of Communications Channels
 - Overstructuring Communication Channels

Overcoming Communications Barriers

- Determine Objectives
- Practice Empathy
- Obtain Feedback
- Keep Subordinates Informed
- Be Consistent in Communicating
- Make Actions Speak Louder than Words
- Listen, Understand, and Be Understood

Written Communications

- Clarity of Expressions
- Simplicity
- Accuracy
- Arrangement
- Style
- Summary, Conclusions, Recommendations, and Plan of Action
- Format

Effectively Managing Your Email

Chapter 6: Principles of Interviewing

Types of Personnel Interview

- Informal Interview
- Employment Interview
- Progress Interview
- Grievance Interview
- Problem-Solving Interview
- Disciplinary Action Interview
- Separation Interview

Causes of Unsuccessful Interviews

Chapter 7: Some Psychological Aspects of Supervision

Supervisory Problem: The Frustrated Employee

Nature of Frustration

Barriers Causing Frustration

- External Barriers
- Internal Barriers

Frustration and Performance

Some Common Reactions to Frustration

- Aggression
- Attitude of Resignation
- Escape
- Excuses and Rationalizations
- Regression
- Fixations

Frustration Prevention

Relief for Frustration: Some Commonplace Approaches

Chapter 8: Special Problems in Counseling and Remediation

- Counseling for the Problem Drinker
 - Preliminary Action
 - Counseling Sessions
 - Note Taking
 - Referral
- Objective of Professional Counseling
- Counseling for the Emotionally Troubled Subordinate

Chapter 9: Emotional Dissatisfaction and Grievances

- Management Failures
 - Rules of Conduct
 - Rule Enforcement
 - Due Process Violations
- Recognition of Employee Dissatisfaction
- Supervisory Approaches to Employee Dissatisfaction
- Employee grievances
 - Non-contractual Matters
 - Contractual Violations and Grievances

Chapter 10: Discipline: Principles, Policies, and Practices

- Forms of Discipline
 - Positive Discipline
 - Negative Discipline
- Detection of Problem Employee Behavior
- Requisites of Punishment
 - Certainty
 - Swiftness
 - Fairness and Impartiality
 - Consistency
 - Deterrence for Others

Chapter 11: Personnel Complaint Investigation Procedures and Techniques

You can skip this chapter.

Chapter 12: Personnel Evaluation Systems and Performance rating Standards

- Objectives of Evaluation Systems
- A Case for Evaluation Systems
- Performance Standards
- Causes of Evaluation Systems Failures
 - Indifference

- Employee Pressures
- Failure to Train Raters
- Rating Abuses
- Slipshod Procedures
- Rating Shortcuts
- Rater Characteristics
- Common Rating Errors
 - Leniency
 - Personal Bias
 - Central Tendency
 - Halo Effect
 - Related Traits
 - Overweighting or Recency
 - Subjectivity
- Discussion of Rating with Employee
 - Interview
 - Acknowledgement
 - Follow-Up
 - Written Notification of Rating

Chapter 13: Tactical Deployment of Field Forces

All sections and subsections are important.

Community Policing and Problem Solving: Strategies & Practices
Authored by Peak & Glensor (2012)

Chapter 1: The Evolution of Policing – Past Wisdom and Future Directions

All sections and subsections are important.

Chapter 2: COPPS – Partnerships in a Changing Society

- Introduction
- What is Community?
 - A sense of Community
 - Communitarianism
 - Social Capital
 - Volunteerism
- Partners in Community Justice
 - Community Justice, Community Governance, and Restorative Justice
 - Police
- Where All These Roads Have Led: Community Policing
 - Basic Principles
 - Differences between Community Policing and Traditional Policing
- Unique Challenges: Engaging a Changing Nation
 - Demographics: Who We Are

The Influences and Challenges of Immigration
Greying of America: Implications and Concerns
High Technology

Chapter 3: COPPS – Problem Oriented Policing

- Introduction
- Problem Solving
 - Early Beginnings
 - Basic Principles
 - Broader Role for the Street Officer
- S.A.R.A.: The Problem-Solving Process
 - Scanning: Problem Identification
 - Analysis: Heart of Problem Solving
 - Researching a Problem
 - Principles of Analysis
 - Analysis Tools for Problem Solving
 - Seeking “Small Wins”
 - Using the Problem Solving Triangle
 - Response: Formulation of Tailor-Made Strategies
 - Assessment: Evaluation of Overall effectiveness
- Difficulties with Problem Solving
- Community Oriented Policing and Problem Solving
 - Basic Principles
 - Definition
- Choice of Approach: Tailoring Strategies to Neighborhoods
 - Which Strategy Where?
 - Differing Types of Neighborhood

Chapter 4: Crime Prevention – Creating Safe Communities

- Introduction
- A Brief History
- Crime Prevention and COPPS: A Symbiotic relationship
- Crime Prevention Through environmental Design
 - Designing Out Crime
 - Second-Generation CPTED
- Situational Crime Prevention
- Other Crime Prevention Challenges
 - Officer's Roles
 - Conducting a Publicity Campaign
 - Victim-Oriented Campaigns
 - Offender-Oriented Campaigns
 - Displacement of Crime
 - Evaluating Crime Prevention Initiatives
- Crime Prevention: What Works and What Doesn't
 - What Prevents or Reduces Crime

Chapter 5: Technologies and Tools for the Tasks – Collecting and Analyzing Information

All sections and subsections are important.

Chapter 6: From Recruit to Chief

You can skip this chapter.

Chapter 7: Planning and implementation – Translating Ideas into Action

Introduction

Strategic Thinking

Strategic Planning

Basic Elements

Planning Cycle

Environmental Scanning and Needs Assessment-In a Dire Economy

Planning Document: A Guide for Implementation

Leadership and Administration

Management Approaches

Chief Executives

Middle Managers

First-Line Supervisors

Field Operations

Decentralized Services

Detectives

Top Priority: Patrol Personnel

Chapter 8: Assessing and Evaluating COPPS Initiatives

You can skip this chapter.

Chapter 9: Training for COPPS – Approaches and Challenges

Introduction

The Learning Organization

Mentoring

Chapter 10: Police in a Diverse Society

Introduction

Minorities and Criminal Justice System

Systematic Discrimination against Minorities?

Racial Profiling and Bias-based Policing

Understanding Cultural Customs, Differences, and Problems

Learn By Doing; Five Scenarios

Discussion

Chapter 11: COPPS on the Beat – Drugs, Gangs, and Youth Crimes

All sections and subsections are important.

Chapter 12: More COPS on the Beat

All sections and subsections are important.

Chapter 13: COPPS – Selected American Approaches

You can skip this chapter.

Chapter 14: COPPS Abroad – Foreign Venues

You can skip this chapter.

Chapter 15: The Future – Bright or Bleak?

You can skip this chapter.