



HOW TO DO YOUR BEST ON A
MCCANN ASSOCIATES

POLICE JOB ADVANCEMENT (PROMOTION) WRITTEN TEST

(A guide to familiarize you
with our question formats
and test instructions)



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INTRODUCTION

McCann Associates has prepared this guide to give each candidate the opportunity to prepare for the test. This guide is intended to familiarize you with our question formats and the instructions for taking the test. If you study this guide, you should be able to concentrate your efforts during the test itself on reading and answering the questions.

This guide consists of four parts: questions about test taking, information about typical question formats, sample questions, and the test instructions. The key answer for each sample question is given and, with some of these questions, an explanation about the key answer is also given.

Don't try to memorize the answers to the sample questions; none of these questions will be on the test. However, by carefully studying these questions, you can become familiar with the style and format of our questions. The test instructions appear exactly the way they are on the front and back covers of the examination question booklets.

THE BEST ANSWER

Your task in each question is to choose the *best* or most acceptable answer from among the five choices. The basis for the official key answer is not absolute rightness or wrongness, but comparative rightness. The key answer must be the *best* answer; that is, it must be *better* than any of the other four choices. There may be another answer, which is not among the five choices, which is a better answer than any of the five choices. Even if this is true, it is still your task to choose the *one* choice that is the best answer of the five choices given. To help you remember that your task is to choose the best or most acceptable answer, many questions include a superlative, such as "the most important reason," "the best course of action," "best describes," or "most likely to be."

TO GUESS OR NOT TO GUESS

The instructions you will find on the front cover of the test booklet include the following statement:

All questions have equal weight. Do not open this booklet until the monitor tells you to "Begin the test."

There is no penalty for guessing. If you answer 70 questions correctly and 30 questions incorrectly, you will be given full credit for 70 correct answers. If you answer 70 questions correctly, 20 questions incorrectly, and fail to answer 10 questions, you will also be given full credit for 70 correct answers.

If you fail to answer one or more questions, you will not get credit. If you guess at the answer to one or more questions, you will get credit for any correct answers. Consequently, you should record an answer to every question - the answer that seems best to you - even though you may not be *sure* that it is the best answer.

TAKE TIME TO BE CAREFUL

Most of the tests we develop contain 100 questions and have a time limit of 3½ hours (210 minutes). If the test for your department has a different number of questions or a different time allowance, you will be notified of that fact. The time limit is sufficient so that most candidates, even those who read slowly, should be able to complete the test. However, it is extremely important to plan your time and to pace yourself.

During the actual test, the monitor will periodically announce the amount of remaining time that you have to complete the test, in order to assist you in pacing yourself. It is a good test-taking technique to check your time regularly to see whether you are on schedule. You should answer five questions in 10 minutes. Take the time to read and answer the questions carefully, because rushing may cause mistakes. It's better to answer only 95 questions, because you took time enough to be careful, than to rush through all 100 questions and make mistakes.

TOUGH QUESTIONS

There probably will be some difficult questions. Don't spend too much time trying to figure out the answer to a tough question. It is usually wiser to skip a tough question (don't forget to skip the space on the answer sheet!), and answer the rest of the questions. Mark each question you skip in the booklet so that you can find it later. When you have finished all the questions, go back and answer the tough questions that you skipped. If you spend too much time on tough questions, you may have to hurry or you may not have sufficient time to answer all the questions (possibly including some easier ones that might appear later in the test).

"TRICKINESS"

The test does not contain trick questions. However, a question that is not tricky for a candidate who knows the answer may seem tricky to someone who doesn't. The test creators try to make wrong answers attractive to persons who are poorly qualified. The wrong answers are intended to be incorrect, but nevertheless, wrong answers can't be so silly that no one would ever answer any questions incorrectly.

A candidate may believe an answer is correct, but feels that the answer is too easy or too obvious and that there must be a hidden meaning. Such a candidate may search for a hidden meaning and may be convinced that a right answer is wrong, simply by looking for a trick where there is none.

REVIEWING AND CHANGING YOUR ANSWERS

If you have time after you have answered all of the questions, go back and make sure that you have answered every question and that you have put all your answers in the right places. Also check that you have chosen and marked the best answer. However, don't change your original answer unless you are absolutely sure that your original answer is wrong, or that you marked the wrong answer on the answer sheet.

Many studies have been made of the erasures on answer sheets. The likelihood is about two to one that a candidate will erase a correct answer and change it to a wrong answer. This is why we suggest that you don't change your answer unless you are positive that the answer you originally recorded is wrong.

"NEGATIVE" QUESTIONS

Most of the questions are "positive" questions, that is, they ask for "the best" answer or "the most important reason" or "the best course of action," etc. A much smaller number of questions are "negative," in that they ask for "the LEAST desirable course of action," "the LEAST important principle," etc.

Many times it is just as important to know what is wrong as it is to know what definitely should *not* be done because it would make an already bad situation even worse. This is why "negative" questions are included in the test. Some candidates tend to overlook the "negative" and try to answer a question which asks for the "LEAST desirable" as though it asks for the "most desirable." The best indication that you have made this mistake is when you find what appear to be two or more good answers to a question. When this occurs, immediately check the question to see if it asks for a positive or negative answer.

QUESTIONS ON LEGAL STATUTES

Any questions dealing with legal statutes are based on relevant statutes and case law of your state and United States Supreme Court decisions which apply to all states. Each question has been carefully checked against these references.

WHAT TYPES OF QUESTIONS?

The questions will be in one of four formats: 1) the regular format, 2) the permutation format, 3) the understanding and interpreting text, table, and graph format, and 4) the deductive reasoning format. In the following sections, we discuss each of the four formats.

THE REGULAR FORMAT

The stem of each question describes the task that you must do to answer the question. The stem of Sample Question 1, below, is marked to help you understand the term "stem." The task may be to identify the "best reason" or the "most advisable course of action" or a different kind of task. First read the stem of the question and try to understand its task.

After you understand the task, read each choice. If you are reasonably sure that a choice is wrong, put an "X" beside the choice letter in the question booklet. (See Choices C, D, and E in Sample Question 1.) On the other hand, if you are fairly sure that a choice is the best answer, put a T in front of that choice to indicate that fact. (Choice A in Sample Question 1 is marked as the best answer.) If you aren't sure if a choice is right or wrong, don't make any marks. (See Choice B in Sample Question 1.)

After you have read all the choices and marked the ones you are sure are either right or wrong, you may find that there is only one choice which you are sure is the best. If so, mark it on the answer sheet. There may be no answer which you are sure is the best, but you may have marked off one, two, or even three choices that are wrong. This will leave you with four, three, or possibly only two choices which aren't crossed off. At this point, exercise your judgment and experience to choose one of those choices that you have not crossed off, and record it on the answer sheet. If you have no idea which of the choices not crossed off is best, then perhaps this is a "tough question." You might want to postpone answering it until you have gone through the rest of the test.

SAMPLE QUESTION 1

STEM Which one of the following statements most accurately describes a general characteristic of gas station robberies?

- ✓ (A) Gas station robberies usually occur either at closing time or when there are no customers.
- (B) Station attendants are usually confronted by robbers outside, most often at the gasoline pumps.
- X (C) Gas station robbers will usually stake out several gas stations before robbing one or more of them.
- X (D) Gas station robbers rarely commit a series of robberies, one immediately following the other, along the same highway.
- X (E) All-night service stations, in outlying areas, are seldom robbed because they do not have a high volume of business.

The key answer is (A).

THE PERMUTATION FORMAT

A permutation question is a multiple "true-false" question. The best way to understand the permutation format is to look at Sample Question 2, below. A permutation question is made up of four parts. Three of the four parts make up the stem of the question. The first part is called the "lead." The "propositions" are the second part. There are usually three or four propositions, and each is numbered. The third part is the question, and the choices are the fourth part.

First read the lead to see what task is to be performed in relation to the propositions. Next, read the propositions and decide whether each proposition "is" or "is not" what the task states. If you feel that a proposition is what the task states, mark "is" next to the number of the proposition. (See Proposition 2 in Sample Question 2.) If you feel that it is NOT what the task states, mark "not" next to the proposition number. (See Proposition 3.) If you aren't sure, don't mark anything next to the proposition. (See Proposition 1.) After you have read and marked the propositions, read the question itself.

Each choice will list the propositions, by number only, and will indicate whether each proposition "is" or "is not" what the task states. You can now apply the process of elimination.

SAMPLE QUESTION 2

S T E M	LEAD	Following are three statements about field interviews that may or may not be accurate statements:
	PROP- OSITIONS	IS 1- You should pat down every subject before conducting the field interview.
		IS 2- You should write down the information as you receive it during the field interview.
	NOT 3- You should conduct a field interview only when you are suspicious that the person has committed a crime.	
QUESTION	Which one of the following choices most accurately classifies the above statements about conducting field interviews into those that are accurate statements, and those that are not?	

- X (A) 1 and 3 are accurate statements, but 2 is not.
- X (B) All of 1, 2, and 3 are accurate statements.
- ✓ (C) 2 is an accurate statement, but 1 and 3 are not.
- X (D) 2 and 3 are accurate statements, but 1 is not.
- X (E) None of 1, 2, or 3 is an accurate statement.

The key answer is (C).

In Sample Question 2, Proposition 2 is an accurate statement. Choices A and E say Proposition 2 is NOT an accurate statement. Therefore, neither Choice A nor E is a correct statement, as shown by the "X." Proposition 3 is NOT an accurate statement. This eliminates Choices B and D, which are marked by an "X." Proposition 1 may or may not be an accurate statement; it is unmarked. Choice C says that Proposition 2 is an accurate statement, and Propositions 1 and 3 are not accurate statements. Therefore, Choice C must be the correct answer.

INTERPRETING TEXT, TABLE, AND GRAPH MATERIAL FORMAT

There are some questions which involve interpreting a quoted text (reading material) which deals with a police subject. There are also questions involving material that is presented in the form of a table or graph. Your task is to study the information in the reading selection, table, or graph, and then to answer each question based *only* on the information contained in the text, table, or graph.

The stem starts with text, which is contained within quotation marks. The quotation is followed by a question which asks you to interpret the quotation or to draw a conclusion from it. No training or experience in police work is needed to answer these questions, because the answer is contained in the quotation. Base your answer on what it says in the quotation, rather than on your outside knowledge. The quotation controls the choice of an answer even though you may think that the text isn't right.

First read the quotation carefully and thoroughly to understand what it is saying. Then read the question and identify the task which is required. Look back at the quotation to be clear on what the quotation says in regard to the question. Then read each of the choices and mark each with an X or a ✓ just as you did for regular questions. Remember that the X indicates a choice which clearly is not based on the quotation, and the ✓ indicates a choice which is clearly based on the quotation. Then choose the answer you believe is the best answer.

The technique to answer a table or graph question is essentially identical to the technique outlined above.

DEDUCTIVE REASONING FORMAT

Deductive Reasoning questions involve the ability to recognize relationships between facts, to recognize the relevance or lack of relevance of facts, and to make deductive judgments from the facts given to reach correct conclusions. Most of the Deductive Reasoning questions involve two questions based on one set of facts. For each question, or pair of questions, you are given a certain number of facts about a crime and the persons who may or may not be involved in the crime, either as the criminal or the victim. By studying the facts, it is possible to determine who is the criminal and who is the victim. Sample Questions 3 and 4, on the next page, are examples of Deductive Reasoning questions.

SAMPLE QUESTION 3

STEM { One of the persons named below shot and instantly killed another of the persons named. Neighbors heard the shots at 9:30 p.m. on June 7th. The killer was seen driving away from the scene of the murder, at the corner of Main Street and Avenue E. The driver was alone in the car. Investigators have verified the following seven facts:

- FACTS
- 1- Jane, who is completely paralyzed from the waist down, was known to hate the victim.
 - 2- Doctors report that Matt was in stable condition on June 8th in the hospital, after his heart attack.
 - 3- Alison, seen at the grave of the victim, was unknown to any of the victim's family or friends.
 - 4- Matt's heart attack occurred at 9:20 p.m. on June 7th, at his home, a mile from the scene of the murder.
 - 5- Michael was seen four blocks from the place of the murder at 9:35 p.m. on June 7th.
 - 6- Friends have stated that Jake was afraid of Jane.
 - 7- Alison does not know how to drive a car.

QUESTION Based on the above facts, which one of the following persons is most likely to have been the victim?

- (A) Alison.
- (B) Jake.
- (C) Jane.
- (D) Matt.
- (E) Michael.

The key answer is (B).

SAMPLE QUESTION 4

Based on the above facts, which one of the following persons is most likely to have been the murderer?

- (A) Alison.
- (B) Jake.
- (C) Jane.
- (D) Matt.
- (E) Michael.

The key answer is (E).

In many questions, one or more of the persons named in the stem could not have been the criminal because each lacked the opportunity for committing the crime. Others can be eliminated on the basis of the facts. By studying the facts, it is possible to determine who is most likely to be the criminal and who is most likely to be the victim. One technique for answering these questions is to set up a simple table like the one following.

	Victim	Murderer
Jane		
Matt		
Alison		
Michael		
Jake		

Read each of the numbered facts, keeping in mind the other facts contained in the stem of the question. Fact 1 suggests that Jane might have had a motive. However, since Jane is paralyzed from the waist down, it is unlikely that she is the murderer, since the lead says that the murderer drove a car. Accordingly, enter the number 1 (for Fact 1) next to Jane's name in the "murderer" column of the table to show that Jane is probably not the murderer. (See the completed table on the next page.) Fact 1 also indicates that Jane hated the victim. If Jane hated the victim, she could not have been the victim. Therefore, you can enter a 1 opposite Jane's name in the "victim" column of the table.

Fact 2 indicates that Matt was alive the day after the murder. Accordingly, Matt could not be the victim. Therefore, enter the number 2 in the "victim" column opposite Matt's name. Read Fact 3. Since Alison was seen at the grave of the victim, she obviously cannot be the victim, since she is still alive. Therefore, enter the number 3, for Fact 3, opposite Alison's name in the "victim" column of the table. Many people believe that a murderer is often present at the burial of his/her victim. This might suggest that Alison is the murderer but certainly does not prove it.

Now read Fact 4. Since Matt's heart attack occurred ten minutes before the murder, he did not have the opportunity to commit the murder. Therefore, enter the number 4 opposite Matt's name in the "murderer" column of the table. Since the murderer was driving a car, Fact 5 indicates that Michael could have been seen four blocks away, five minutes after the murder. Therefore, he had the opportunity. Since this fact neither establishes that he did commit the murder nor eliminates him, make no entry in the "murderer" column of the table. Fact 5 indicates that Michael was alive after the murder, so you should enter the number 5 in the "victim" column.

Fact 6 says that Jake was deathly afraid of Jane. Since Fact 1 establishes that Jane was not the murderer, Jake's fear of Jane probably is completely irrelevant, and the fact does not indicate whether or not Jack is either the murderer or the victim. According to Fact 7, Alison doesn't know how to drive a vehicle of any type. The stem says "the killer was seen driving away from the scene..." Therefore, Alison is not the murderer. Enter the number 7, for Fact 7, in the "murderer" column opposite Alison's name.

At this stage, your table should look like the one following.

	Victim	Murderer
Jane	#1	#1
Matt	#2	#4
Alison	#3	#7
Michael	#5	
Jake		

Jane, Matt, Michael, and Alison have been eliminated as possible victims, leaving only Jake. You should choose (B) for Sample Question 3. Jane, Matt, and Alison have been eliminated as possible murderers. If Jake is the victim, then he could not have been the murderer. This leaves only Michael, who has not been eliminated as a possible murderer. Therefore, Michael is most likely to have been the murderer, and you should mark (E) for Sample Question 4. Most of the Deductive Reasoning questions can be solved in much the same way, using the facts provided as a basis for eliminating one or more of the persons named in the question.

THE DAY OF THE TEST

We realize that taking a written examination can make a person tense and fearful. We hope this study guide has eliminated most of your fear. The most important advice we can give you is to try to enter the testing room in a positive, cheerful frame of mind, with as much self-confidence as possible. Tell yourself, "I'm going to read each question and all the choices carefully, and then I'm going to select the best answer. If I'm not sure of the answer, I'm not going to worry about it. Instead, I'm going to skip it and go on to the next question." With this frame of mind, you should do well. It is also a good idea to get a good night's sleep before the examination and to allow yourself plenty of time to get to the examination room, so you don't feel rushed because you're late.

CONCLUSION

Studying this guide will not increase your level of knowledge, ability, or skill in law enforcement. However, if you read and study this guide and the questions that accompany it, you should be better able to do your best on the written test.

Following are some sample questions. These questions will NEVER appear on a McCann examination. The key to the questions follows immediately after.

SAMPLE QUESTIONS 5 THROUGH 29

5. Following are three statements about dealing with informants which may or may not be good practices:
- 1- Police should not reveal the identity of informants.
 - 2- Police should make promises to informants regardless of whether they can be kept.
 - 3- Police should know the motives and backgrounds of informants.
- Which one of the following choices most accurately classifies the above statements into those which are good practices with regard to informants, and those which are not?
- (A) 1 is a good practice, but 2 and 3 are not.
 - (B) 1 and 2 are good practices, but 3 is not.
 - (C) 1 and 3 are good practices, but 2 is not.
 - (D) 2 and 3 are good practices, but 1 is not.
 - (E) 3 is a good practice, but 1 and 2 are not.
6. Which one of the following actions, taken by a Police Officer handling a rape call, is the LEAST appropriate?
- (A) Expressing compassion for the victim.
 - (B) Contacting a rape counseling service and arranging to have them meet with the victim.
 - (C) Pausing during the interview to allow the victim to vent feelings of anger and shock over being attacked.
 - (D) Assuring the victim that the attacker will be caught, and that the police will protect her fully until then.
 - (E) Encouraging the victim to seek medical attention by explaining that a doctor will try to obtain medical evidence that may help the police find the attacker.
7. Which one of the following choices best describes the relationship between locating a hit-and-run vehicle and establishing the identity of the driver?
- (A) Locating the vehicle will always establish the identity of the driver.
 - (B) Locating the vehicle will seldom establish the identity of the driver.
 - (C) Establishing the identity of the driver will always locate the vehicle.
 - (D) Establishing the identity of the driver will seldom locate the vehicle.
 - (E) Locating the vehicle may establish the identity of the driver, but often does not.
8. S, a police supervisor, has received a complaint from a citizen that an Officer under S's command issued a traffic citation to the citizen simply because the citizen had been involved in a motor vehicle accident. When S questions the Officer about the incident, the Officer states that the citation was actually issued for a violation which occurred just before the accident and was not related to the accident itself. Which one of the following actions, if any, is the most appropriate for S to take in this situation?
- (A) S should take disciplinary action against the Officer.
 - (B) S should void the citation, since the citizen was not properly informed of its reason.
 - (C) S should instruct the Officer to make sure to explain the reasons for citations more carefully in the future.
 - (D) S should instruct the Officer NOT to issue citations for violations which occur just prior to accidents, unless the violation was related to the accident.
 - (E) None of the above, since this was simply a misunderstanding that requires no further action.

9. Following are four conditions which may or may not contribute to the transformation of a crowd into an unlawful mob:

- 1- The presence of a common motive for action among members of the crowd, such as retaliation for attacks on people in the crowd.
- 2- The emergence of leaders within the crowd, who direct the energies of the crowd toward specific objectives.
- 3- The absence of physical activity in the crowd.
- 4- The existence of a common purpose that brought the crowd together.

Which one of the following choices most accurately classifies the above conditions into those which are likely to contribute to the transformation of a crowd into an unlawful mob, and those which are not?

- (A) All of 1, 2, 3 and 4 are likely to contribute.
- (B) 1, 2 and 4 are likely to contribute, but 3 is not.
- (C) 2 and 3 are likely to contribute, but 1 and 4 are not.
- (D) 2, 3 and 4 are likely to contribute, but 1 is not.
- (E) None of 1, 2, 3 or 4 is likely to contribute.

10. Following are three statements about taking intoxicated persons into custody that may or may not be accurate statements:

- 1- Before transporting, always search and handcuff an intoxicated person.
- 2- Explain the options available to the intoxicated person in a soft and lower-than-normal voice.
- 3- Persons who would not assault a Police Officer when sober may do so when intoxicated.

Which one of the following choices most accurately classifies the above statements about intoxicated persons into those that are accurate, and those that are not?

- (A) 1 is accurate, but 2 and 3 are not.
- (B) All of 1, 2 and 3 are accurate.
- (C) 1 and 3 are accurate, but 2 is not.
- (D) 2 and 3 are accurate, but 1 is not.
- (E) 3 is accurate, but 1 and 2 are not.

11. Officer O, who has been instructed in photography, is assigned to photograph a crime scene. All of the photographs were close-ups of important pieces of evidence and important details. O took at least two shots of each item. O made a written record for each photograph, recording the date and time taken, the location of the camera, the direction which the camera was aimed, and the distance in feet to the subject of the picture. Which one of the following is the most serious mistake O made in this situation?

- (A) Recording the date and time.
- (B) Recording the camera's location.
- (C) Taking duplicate photographs of each item.
- (D) Recording the direction in which the camera was aimed.
- (E) Failing to take any long-range shots of the entire crime scene.

12. On which one of the following objects would an Investigator be LEAST likely to find latent fingerprints?
- (A) A paper menu.
 - (B) A steel fire door.
 - (C) A smooth, glass windowpane.
 - (D) A heavily grained, leather recliner.
 - (E) A smooth, tightly woven, cloth tablecloth.
13. An elderly woman has been feloniously assaulted by a man known to her, and is in imminent danger of dying. Police Officer P arrives on the scene and learns that medical help is on the way. Which one of the following actions should P take before any of the others listed?
- (A) Locate the weapon used.
 - (B) Obtain a dying declaration.
 - (C) Determine the cause of injury.
 - (D) Protect the crime scene from intruders.
 - (E) Determine how the crime was committed.
14. X is released from prison after serving two years for selling and using drugs. Shortly thereafter, X is found dead of an overdose of heroin. Which one of the following choices, if any, states the most probable reason for X's death?
- (A) X committed suicide.
 - (B) X was sold contaminated drugs.
 - (C) X was murdered by X's suppliers.
 - (D) X failed to recognize that X's system could not tolerate the same dosage X was used to before going to prison.
 - (E) None of the above, since murder, suicide and accidental death are all equally probable.
15. Police Supervisor S has been asked by a subordinate to make a decision concerning the scheduling of a certain task. Presently, Officers perform the task at any time they wish, which has resulted in conflict. S is not sure what the department policy is on this matter. Which one of the following is the most appropriate action for S to take with regard to making this decision?
- (A) S should order the subordinates to work out a decision.
 - (B) S should take immediate action to find out what the department policy is and make a decision as soon as possible afterwards.
 - (C) S should take immediate action to find out what the department policy is, but delay making a decision until the conflict has died down.
 - (D) S should make a decision immediately, then take action to find out what the department policy is, and, if necessary, change the decision later.
 - (E) S should have a subordinate find out what the department policy is, and delay making a decision until S can find out who is causing the conflict.

16. Supervisor S is supervising on-the-job training for several probationary Police Officers. The quality of the probationers varies widely, but they all display anxiety about how they are progressing, and whether they will pass the probationary period. Which one of the following is the most probable reason for their anxiety?
- (A) Last week, S fired an obviously unqualified probationer.
 - (B) S has scheduled a comprehensive examination at the end of the probationary period.
 - (C) S has failed to hold regular, individual progress evaluation conferences with the probationers.
 - (D) S has held regular conferences with each probationer, in which S has evaluated the Officers' progress.
 - (E) When the Chief spoke to the probationers at the time of appointment, they were told the importance of the training program.
17. Following are four types of information which may or may not be important to communicate to all members of the department:
- 1- Information concerning important personnel provisions of a new budget.
 - 2- Information to correct a false rumor.
 - 3- Information to explain a change in procedure.
 - 4- Information to explain the reason for a demand for increased law enforcement.
- Which one of the following choices most accurately classifies the above types of information into those which should be communicated to all members of the department, and those which should not?
- (A) 1, 2 and 3 should be communicated, but 4 should not.
 - (B) All of 1, 2, 3 and 4 should be communicated.
 - (C) 1, 2 and 4 should be communicated, but 3 should not.
 - (D) 2 should be communicated, but 1, 3 and 4 should not.
 - (E) 2, 3 and 4 should be communicated, but 1 should not.
18. Which one of the following is the most acceptable action that a supervisor can take in regard to the delegation of authority?
- (A) To delegate authority only for those tasks which the supervisor dislikes.
 - (B) To delegate authority for a task which is beyond the capacity of subordinates to perform.
 - (C) To delegate sufficient authority, when delegating a task, so the subordinate is able to complete the task.
 - (D) To grant a subordinate a great deal of authority for a certain task at one time, and very little authority for the same task at another time.
 - (E) To permit a subordinate to return the authority to the supervisor, when the subordinate is reluctant to make a decision the subordinate is perfectly capable of making.

19. Police Supervisor S observes a subordinate intentionally committing a clear-cut act of insubordination at the beginning of the tour of duty. The disciplinary action for this act is quite specific and is well known throughout the department. It is fully within S's authority to take this action. Which one of the following best states the most appropriate time for S to take the required disciplinary action?
- (A) At the end of the tour of duty.
 - (B) As soon as possible after the act occurs.
 - (C) As soon as possible after S has talked it over with a superior.
 - (D) As soon as possible after S's superior has approved the action.
 - (E) As soon as S feels that the Officer has regained control and can discuss the disciplinary action.
20. A Police Commander is discussing with subordinates a certain procedure that is to be used to handle a specific problem. Each subordinate supervises working staff. During the discussion, the subordinates frequently disagree with some part of the procedure. Which one of the following is the most appropriate way for an effective Police Commander to treat these disagreements?
- (A) To actively seek out as many disagreements as possible.
 - (B) To limit the extent of the disagreements when they occur.
 - (C) To tolerate the disagreements, but to place little value on them.
 - (D) To appreciate the disagreements, analyze them, and use the results of the analysis.
 - (E) To avoid encouraging disagreements, but to listen when subordinates feel strongly about them.
21. Following are four members of the police department who may or may not be in an excellent position to generate positive attitudes towards the department within the community:
- 1- A Patrol Officer.
 - 2- A Detective.
 - 3- A Police Chief.
 - 4- The Community Service Officer.
- Which one of the following choices most accurately classifies the above members of the police department into those who are in an excellent position to generate positive community attitudes towards the department, and those who are not?
- (A) 1 and 2 are, but 3 and 4 are not.
 - (B) All of 1, 2, 3 and 4 are.
 - (C) 1, 3 and 4 are, but 2 is not.
 - (D) 3 and 4 are, but 1 and 2 are not.
 - (E) 4 is, but 1, 2 and 3 are not.

22. An important objective of police personnel administration is to attract and retain employees of the highest quality. Following are three elements of a personnel program that may or may not be important in reaching that objective:
- 1- Promotion based on demonstrated merit.
 - 2- Regular evaluation of job performance.
 - 3- Intensive training of new recruits.
- Which one of the following choices most accurately classifies the above elements into those that are important to a personnel program designed to attract and retain high quality employees, and those that are not?
- (A) 1 is important, but 2 and 3 are not.
 - (B) 1 and 2 are important, but 3 is not.
 - (C) All of 1, 2 and 3 are important.
 - (D) 2 and 3 are important, but 1 is not.
 - (E) 3 is important, but 1 and 2 are not.
23. A Captain is constantly interrupted by requests from Lieutenants, Sergeants, and Police Officers. In turn, the Police Officers receive orders from the Sergeants, the Lieutenants, and the Captain. Which one of the following is the best method of correcting this situation?
- (A) The Captain should reduce the span of control.
 - (B) The principle of coordination should be applied.
 - (C) A chain of command should be instituted and adhered to.
 - (D) Responsibility should be divided according to purpose and process.
 - (E) Each position should be granted authority commensurate with its responsibility.
24. A certain police administrator wants Officers to make better use of the department records system. A long-standing department policy, which requires that Officers make record checks in certain cases, is not being followed. Which one of the following is the best action for the police administrator to take first in this situation? (Assume none of the actions have been taken.)
- (A) To conduct a review of the existing policy to see if it is still valid and workable.
 - (B) To order that the existing policy be strictly adhered to, under threat of discipline.
 - (C) To discipline several Officers who have violated the policy, to serve as an example to the others.
 - (D) To change the existing policy, so it coincides with the way the Officers are currently using the records.
 - (E) To change the existing policy, by requiring Officers to make use of the records in a wider range of situations.
25. Which one of the following approaches is most likely to bring about an increase in the effectiveness of a police department?
- (A) Investing in better crime protection and detection technology.
 - (B) Giving Officers the newest and most advanced technical equipment.
 - (C) Developing positive attitudes among Officers through regular, substantial pay increases.
 - (D) Altering the agency's organizational structure by increasing the number of specialized units.
 - (E) Developing high motivation among Officers through the leadership of supervisory and management personnel.

26. "Normally, traces of arsenic are found in the nails, skin, hair, etc. This fact must be considered when examining a body, if poisoning is suspected. Quantities of arsenic less than 0.02 milligrams may be regarded as originating from the body itself."

Which one of the following conclusions is most fully supported by the reading selection?

- (A) The presence of arsenic indicates poisoning.
- (B) The presence of arsenic does not prove poisoning.
- (C) When examining a body, any traces of arsenic must be considered.
- (D) When examining a body, arsenic poisoning should always be considered.
- (E) Arsenic is normally contained in the body, and only a dose as large as 0.1 gram is lethal.

27. "In a well-adjusted home, children want to amount to something because they feel secure in their parents' love. Their parents have given them a definite purpose, and they must live up to the expectations their parents have for them. They have a code of ethics which is their guiding light. Delinquent children lack the fundamental code of doing what is right and having people admire and respect them. They seek attention through wrongdoing."

Which one of the following conclusions is most fully supported by the reading selection?

- (A) The absence of parental love is one of the principal contributing factors to delinquency.
- (B) When parents do not set goals for their children, the children will become delinquents.
- (C) The solution to juvenile delinquency lies in establishing a code of ethics for delinquents.
- (D) Adults can correct delinquency by ignoring a child who is seeking attention through wrongdoing.
- (E) Children should avoid other children who are attention seekers, or they may become delinquents themselves.

28. A young woman was attacked in a dark alley at 5:17 p.m. on April 15th. From the following verified facts about the movements of the four suspects, you can determine which one, if any, had the best opportunity to commit the crime:

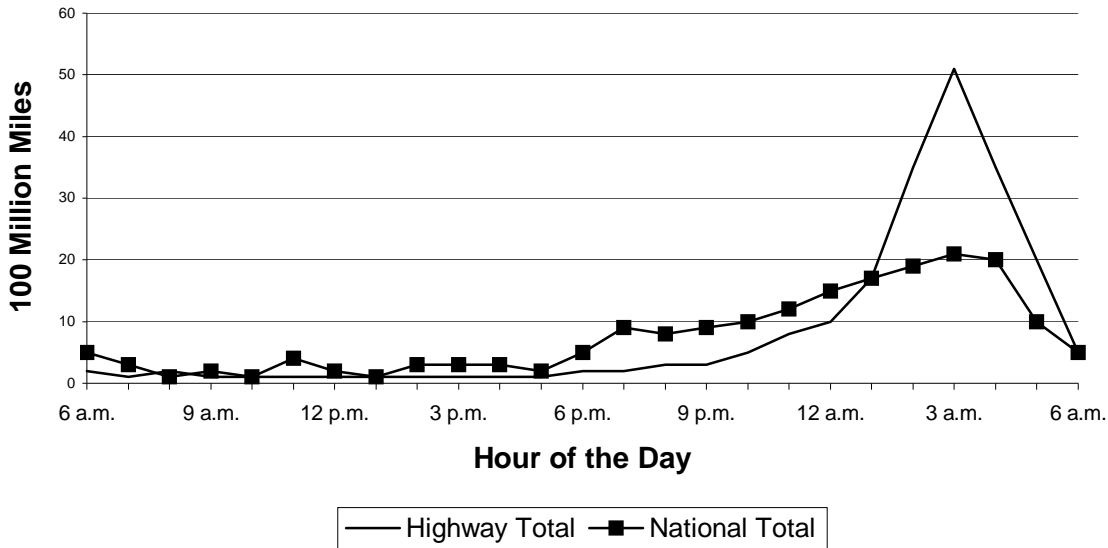
- 1- Sam was arrested by Officer O for a traffic violation on April 15th, six miles from the scene of the attack.
- 2- On April 15th, Mike got off the only train from X-burg, which arrived on time at the Main Street Station, 10 blocks from the scene of the attack.
- 3- On April 15th at 5:32 p.m., Fred paid for a drink in a bar one mile from the scene of the attack.
- 4- Officer O's notebook showed that O arrested Sam for a traffic violation at 5:19 p.m. on April 15th.
- 5- On April 15th at 5:45 p.m., Larry was released from jail, after serving a 10-day sentence for assault.
- 6- On April 15th, the train from X-burg left at 4:36 p.m., and made the 40 minute trip to the Main Street Station.

Based solely on the above facts, which one of the following persons, if any, had the best opportunity to commit the crime?

- (A) Sam.
- (B) Mike.
- (C) Fred.
- (D) Larry.
- (E) None of the above had the opportunity to commit the crime.

The sample questions continue after the following graph.

Accident Rates -- National Total & Highway Total



29. Which one of the following choices most accurately describes the relationship among the data given, according to the graph above?
- (A) There is a high positive correlation between the vehicle miles and the number of accidents.
 - (B) There is a high negative correlation between the vehicle miles and the number of accidents.
 - (C) There is a high positive correlation between the number of vehicles on the road and the number of accidents.
 - (D) There is a strong, inverse relationship between the number of accidents and the hour of the day at which the accident occurred.
 - (E) There is a strong, direct relationship between the number of accidents and the hour of the day at which the accident occurred.

OFFICIAL KEY ANSWERS TO SAMPLE QUESTIONS 5 THROUGH 29

<u>Question #</u>	<u>Key Answer</u>
5	C
6	D
7	E
8	C
9	B
10	C
11	E
12	D
13	B
14	D
15	B
16	C
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29	E

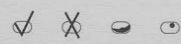
COMPLETE BOTH SIDES OF THIS FORM

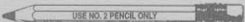
Name _____ S.S. # _____
 Present Address _____ City _____
 State _____ Zip Code _____ Telephone Number _____
 Examination for _____ Municipality of _____

Candidate ID Number
39295

DIRECTIONS

CORRECT MARK INCORRECT MARKS

EXAMPLE A B C D E 

ERASE COMPLETELY TO CHANGE 



39295

Do NOT write your name on this portion of the answer sheet

Special Codes

Group 1 Group 6
 Group 2 Group 7
 Group 3 Group 8
 Group 4 Group 9
 Group 5 Group 10

EXAMINATION FOR		EXAMINATION NUMBER	
CITY OF COUNTY OF BOROUGH OF PLACE		DATE	TIME STARTED
		ROOM	TIME FINISHED

Section I

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Section II

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Section III

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Section IV

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"I will abide by the instructions to the candidates given to me either in writing, or orally, by the persons administering the test. I realize that I may be disqualified for violations in any of the conditions under which this test is administered."

"I understand that the question booklet is the property of McCann Associates, and/or this municipality and that I am not permitted to remove it or any part of it from the examination room."

"As a condition of being allowed to take this written test, I agree not to copy, print or otherwise reproduce any of the questions, nor make them available to anyone else, so that they may be published, orally, or in writing."

Signature _____ Date _____

Section V				
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Section VI				
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Section VII				
A	B	C	D	E
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Section VIII				
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Printed in the U.S.A. (C3,F3) CP98-1716

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McCANN
ASSOCIATES

QUESTION BOOKLET
FOR
(Rank to be tested)

Question Booklet

**WRITE YOUR IDENTIFICATION
NUMBER IN THE BOX**

Directions

Write your identification number in the box above. Read all of the instructions on this front cover, and also the instructions on the outside of the back cover. You are NOT to open the booklet for any reason until the Monitor instructs all of the candidates at once to “Open the booklet and begin the test.”

Instructions for recording your answers on the separate answer sheet are found on the outside of the back cover of this booklet and should be read carefully before you begin to answer the questions. Also, remember to read carefully any instructions that are part of the test. Interpreting and following directions are part of the examination. You may make marks in the booklet. If you need to make calculations, use the margins of the booklet.

Candidates are positively forbidden to take this booklet or any part thereof from the examining room. This booklet is the property of McCann Associates, and is loaned to you only for use in this examination. All examination material must be returned to the Monitor before candidates leave. All materials in this booklet are covered by copyright.

The questions in this test are not intended to be tricky or misleading. Read each question carefully before answering.

Your task is to select the choice for each question which you believe to be the most acceptable of the choices offered. You are to select one choice and only one to each question. The choice you select for each question will be scored “right” or “wrong” on the basis of the standard answer which has been determined to be the most acceptable. Any unanswered question is counted as “wrong.” Any single question to which you record two or more answers will be counted as “wrong.”

ALL QUESTIONS HAVE EQUAL WEIGHT

**DO NOT OPEN THIS TEST BOOKLET UNTIL THE MONITOR
TELLS YOU TO “BEGIN THE TEST.”**

No part of this booklet may be reproduced by any means without specific written permission of McCann Associates.

GENERAL INSTRUCTIONS

You should have already printed the information required in the box on the tear-off portion of the answer sheet, as well as in the area above where you record your answers. Check to make sure you have recorded the position for which you are being examined, the examination number (if there is one), the date, the place, and, if appropriate, the room number. **BE SURE THAT THE IDENTIFICATION NUMBER printed on the remaining portion of the answer sheet is also recorded on the front cover of this booklet.** For your protection, your answer sheet is identified only by this number until after it has been scored. **DO NOT WRITE YOUR NAME ON THE ANSWER SHEET OR ANY OTHER TEST MATERIAL PROVIDED TO YOU.**

You are not allowed to use books or other reference materials. Before the test begins, turn over any such aids to the Monitor, who will return them to you after the test. Failure to do so may disqualify you. You are forbidden to communicate with any other candidate, or to give or to receive help from any person or source during the course of this test. **KEEP YOUR OWN WORK COVERED.** Copying from another candidate or permitting another candidate to copy from your answer sheet is cause for disqualification.

The Monitor is forbidden to explain the meaning of any question, or to give any information which may help to answer a test question. Any necessary explanations will be made to the entire room. Do not leave the room without the permission of the Monitor. If you leave the room without permission, your papers will be taken and will not be reissued to you.

If you wish to withdraw from this test without completing it, write across your answer sheet “I withdraw” and sign your name. If you withdraw, you will not be permitted to leave the room until ½ hour after the “Time Started.” When you finish the test, review your question booklet carefully to make certain that you have answered as many of the questions as you can. Signal the Monitor, and stay in your seat until the Monitor collects and checks all material.

How to Record Your Answers on the Answer Sheet

The answer sheets are scanned into a computer and scored. The process is done twice to verify accuracy. However, accurate scoring also depends upon candidates following these instructions:

1. Use a No. 2 pencil.
2. Be sure to mark your answers **DARKLY** on the answer sheet. Fill in the **ENTIRE** oval.
3. Every question is identified by its own number. After you have read a question and decided which answer is best, you should note the letter, (A) or (B) or (C) or (D) or (E), for that choice on the answer sheet.
4. Be certain to record your answer on the right line for that question. Misplaced answers are counted as wrong answers.
5. Do not mark more than one answer per question. Double answers are counted as wrong answers.
6. If you change your mind about the best answer to a question, **COMPLETELY** erase the black mark for the answer you want to change and make a new black mark for the new answer. Thorough erasing is important, but **DO NOT** erase so thoroughly as to tear the paper.