

Tactical Exercise Preparation Guide

Q-50 Police Sergeant Promotional Exam June 2017



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INTRODUCTION

The San Francisco Department of Human Resources (DHR) has retained an external consulting firm, APTMetrics, to assist with development, validation, and administration of the Q-50 Police Sergeant 2016-17 promotional exam. DHR and APTMetrics partnered with many members of the San Francisco Police Department (SFPD) during the development and validation of the exam. The purpose of this guide is to provide uniform information to all candidates regarding the Q-50 Sergeant examination process.

This preparation guide includes:

- An overview of the 2016-17 examination process and schedule
- A summary of how the exercises were developed and validated
- A description of the tactical exercise, including the knowledge and skills evaluated
- An explanation of how the tactical exercise is structured and will be administered
- An overview of how the tactical exercise will be scored and used in conjunction with the role-play exercise to determine the final eligible list
- Test preparation strategies

APTMetrics and DHR have made a concerted effort to provide the most accurate and up-to-date information available at the time this guide was published. However, we reserve the right to modify the content and format of the tactical exercise, if required. If making a change to the selection process improves its quality, we will make the change and provide you with updated instructions at the examination.

Candidates are reminded that the examination process is ultimately governed by the job announcement and official documents, such as the Civil Service Rules. Many of these regulations are available on the City's websites: www.sfgov.org/dhr and www.sfgov.org/civilservice.

Please note that if you require reasonable accommodation for this exam, you must contact DHR via e-mail at dhr-publicsafety@sfgov.org by Noon on June 2, 2017.

QUESTIONS & REQUESTS FOR ADDITIONAL INFORMATION

APT Metrics and DHR are committed to providing as much information as is feasible and appropriate to candidates. As such, you will be able to submit questions regarding the content of this prep guide to DHR. However, DHR cannot answer one candidate's question without sharing the information with everyone -- the goal is to share the same information with all candidates at the same time. Therefore, phone calls, e-mails, and any other forms of inquiry will not be responded to individually. Rather, information will be shared with all candidates simultaneously using parallel channels, such as an e-mail notification, Department Bulletins, postings on the intranet, or group announcements.

Some information cannot be shared due to the following reasons: (a) providing the information would jeopardize test security or the confidentiality of results, (b) work on the test or on the scoring of results is still in progress, (c) the information will be shared only when it can be shared with all candidates, or (d) an answer is not available at that time. Due to the sensitivity of the exam information, APT Metrics and DHR are unwilling to speculate, offer an opinion, or answer hypothetical questions.

Please submit your questions regarding the prep guide to dhr-publicsafety@sfgov.org by 1600 hours on Friday, May 26, 2017. Responses to all relevant questions will be e-mailed to all candidates and posted on the DHR web site (<http://www.sfdhr.org>) no later than Friday, June 2, 2017.

It is important that we have a current and valid e-mail address to which to send all official notifications. If you change your e-mail address or name after filing your application, be sure to visit www.jobaps.com/sf and select "Update My Contact Info."

EXAMINATION COMPONENTS

The 2016-17 selection process has three components: a job knowledge test, a role-play exercise, and a tactical exercise. Note that this preparation guide is for the tactical exercise only. Only individuals who passed the job knowledge test and participated in the role-play and original tactical exercise will be scheduled to participate in the second administration of the tactical exercise.

The final eligible list will be determined following the administration of the tactical exercise using a detailed process. The process includes assessors rating the performance of candidates via

video-recordings using evaluation standards that were reviewed and finalized by focus group participants. The results are then statistically analyzed. The final eligible list will be determined using candidate scores from only the role-play and tactical exercises. The job knowledge test is pass/fail only and will not be used in the calculation of final scores.

2016-17 SELECTION PROCESS TENTATIVE TIMELINE

May	<ul style="list-style-type: none"> • Deadline to submit questions regarding the tactical exercise preparation guide (by 1600 hours, Friday, May 26, 2017) • Answers to relevant questions regarding the tactical exercise preparation guide issued (no later than Friday, June 2, 2017)
June	<ul style="list-style-type: none"> • Tactical exercise is administered (Tuesday, June 13, 2017)
July	<ul style="list-style-type: none"> • Candidate responses scored • Extensive data checking and analysis
August	<ul style="list-style-type: none"> • Posting of tentative eligible list • Candidate inspection of scores
September	<ul style="list-style-type: none"> • Eligible list adoption

APT Metrics and DHR will make every attempt to adhere to the planned test schedule. Although unlikely, events beyond our control may require modification of the examination schedule.

TEST DEVELOPMENT, VALIDATION, AND ADMINISTRATION PROCESS

Job Analysis

A job analysis was conducted using a multi-method approach. The goal of the job analysis was to identify the important duties performed and the requisite knowledge, skills, abilities, and other characteristics (KSAOs) for the role of Sergeant. The study included a review of existing information, interviews, job observations, focus groups, and a survey.

Prior SFPD job analysis results and job information, relevant to the Sergeant role, were collected and reviewed. This job information served as the foundation for the development of preliminary lists of job duties and KSAOs for the position.

Interviews and job observations were conducted to gather information about the major duties of the job, as well as the KSAO requirements of the role. The interviews were conducted over the phone while the job observations were conducted at various SFPD locations. During the job observations, incumbents were observed and interviewed as they performed the day-to-day activities of their jobs.

SFPD Sergeants and Lieutenants reviewed, revised, and finalized the preliminary lists of job duties and KSAOs during focus groups, ensuring that the duties and KSAOs comprehensively and accurately described the job. The end result of the focus group sessions was a final, comprehensive list of duties and KSAOs for inclusion in the job analysis surveys to be administered to Sergeants and Lieutenants.

The job analysis surveys were designed to allow the following: 1) Sergeants to identify the important and critical duties performed in the police Sergeant job and 2) Lieutenants to identify the KSAOs (including physical abilities) required for performing the work upon entry to the Sergeant job. Sergeants were asked to make two ratings for each duty, including a rating of importance of each duty to effective job performance on a four-point scale, and a rating of the frequency performed on a five-point scale. Lieutenants were asked to make two ratings for each KSAO, including a rating of importance on a four-point scale and a required upon entry into the position of Sergeant rating on a two-point scale.

All Sergeants and Lieutenants in Patrol, Station Investigations Team, Special Victims Unit, Night Investigations, and Plainclothes with greater than six months tenure in their current rank were invited to complete the job analysis surveys. Over 200 Sergeants and 40 Lieutenants

participated and were a representative sample with regard to gender, race/ethnicity, and job tenure.

Responses were statistically analyzed to determine important/critical duties and important/critical pre-requisite KSAOs for each assignment and across assignments. The KSAOs relevant to all of the assignments mentioned above were determined and used to guide test development.

Test Development and Validation

The job analysis was critical to test development and subsequent validation. Test development began with a general exam plan which determined the number and types of tests. Specifically, it was determined that the promotional process would include a job knowledge test, role-play exercise, and tactical exercise. From there, test items, scenarios, evaluation standards, and instructions were drafted and reviewed with Sergeants and Lieutenants in multiple phases.

The job analysis results and Department policies and procedures relevant to the Sergeant role were reviewed and a brainstorming session was held with Lieutenants and Captains. The job information, most importantly the job analysis information, provided the foundation for the development of the tests.

Sergeants and Lieutenants reviewed, revised, and finalized the preliminary test items, scenarios, evaluation standards, and instructions during development focus groups, ensuring that the materials were job-related and appropriate for use in the exam.

After the initial development focus groups, content validation focus groups were held with Sergeants to assess the job-relatedness of the tests. A focus group was held for each test component. During the focus groups, Sergeants reviewed the test items, scenarios, evaluation standards, and instructions, and provided numerical ratings to demonstrate the appropriateness of the use and relevance of the tests for selection into the Sergeant role. Over 50 Sergeants participated and were a representative sample in regards to gender, race/ethnicity, and job tenure.

Job expert ratings were statistically analyzed to determine if the results supported the use of the tests. Any test item, exercise, or evaluation standard that did not receive adequate ratings was removed.

Test Administration

In preparation for the administration of the test, informational guides and procedures were developed to ensure that the process is standardized across all candidates. The testing process has taken place over multiple months beginning with the job knowledge test that was administered in December 2016. The role-play and tactical exercises were administered to all candidates during the week of February 13, 2017. The tactical exercise re-test will take place on June 13, 2017. The exercise will be video-recorded and scored several weeks later.

Analysis of Results

Following the administration of the tactical exercise, assessors will rate the performance of candidates using evaluation standards that were reviewed and finalized by focus group participants. Assessors are individuals from other police departments across the country. This is followed by statistical analyses of the results. The final eligible list will be determined using candidate scores from only the role-play and tactical exercises.

Posting and Inspection

Once the scores from the role-play and tactical exercise re-test are compiled and analyzed, they will be reported to candidates and posted as a rank-order eligible list. Scores from the job knowledge test will not be used in calculating scores for the eligible list. Under the Civil Service Rules, this is the *tentative* eligible list which is subject to protest and change. Civil Service Rule 212 states that during the posting of the tentative eligible list, those who participated in the test are allowed to inspect their scores, written test answer sheets, and the list itself. The test questions and answer key are not available for inspection.

Eligible List

After any protests to the *tentative* eligible list have been resolved, the eligible list is adopted and becomes official. When vacancies occur, the Chief will consider the names on the list to make a selection based on the certification rule (copied below), secondary criteria specified in the announcement (copied below), and the needs of the Department.

Certification Rule In accordance with the Civil Service Commission Rule 213.7:

“For each referral from promotive eligible lists, the Certification Rule shall be the Rule of Ten Scores.”

213.3.3 Rule of Ten Scores

“1) The Department of Human Resources shall certify to the appointing officer the names of eligibles with the ten (10) highest scores on the list of eligibles for the position who are available for appointment.

2) Except as otherwise may be provided, when there are two (2) or more approved personnel requisitions on file for the same class, the number of scores certified shall be equal to the number of positions to be filled plus nine (9) scores. An eligible list adopted under the Rule of Ten Scores shall in all cases be exhausted when eligibles standing at less than three (3) scores are available. Use of the eligible list when there is less than the minimum certification available shall be at the discretion of the appointing officer.”

Secondary criteria specified in the announcement:

When making appointments, the Appointing Officer will consider the following secondary criteria: assignments, training, education, community involvement, special qualifications, commendations/ awards, bilingual certification, and discipline history.

TEST SECURITY & CONFIDENTIALITY

Throughout the development of the exam, APTMetrics and DHR took many steps to ensure test security and confidentiality. These steps include: storing the tests in an alarmed, off-site location, secure filing systems, signed confidentiality agreements, multiple versions of test forms, and other techniques.

The loss or disclosure of examination information or material, unintentionally or otherwise, is a very serious matter as it can render a test invalid and useless. Because examinations represent a significant investment in time and money to develop and administer, and in candidate time spent preparing, any loss of test security can be very costly, disruptive and harmful to the operations of the Police Department.

Sec. 210.4 of the Civil Service Rules states that: *[...] Any person cheating, attempting to cheat or assisting other persons in cheating in any phase of the examination process shall be*

prosecuted to the full extent of the Charter and other laws. Actions to be taken include elimination from the examination process, dismissal and ineligibility for future employment.

Charter Sec. 10.101 notes that: *The [Civil Service] Commission shall have power to institute and prosecute legal proceedings for violations of any civil service merit system or Department of Human Resources provisions of this Charter. [...] In any hearing conducted by the Commission or by any hearing officer it appoints pursuant to this section, the Commission or the hearing officer shall have the power to subpoena and require the attendance of witnesses and the production of records.*

How You Can Help

You can help contribute to a professional testing program by avoiding situations that might be misinterpreted by other candidates. Forming study groups with other candidates or submitting questions regarding the information contained in this preparation guide is considered acceptable, but otherwise refrain from discussing the test as this type of communication can be misinterpreted by others as unethical behavior. Additionally, refrain from asking questions of those experts who participated in the development or validation process, even if they are general questions. All participating experts signed a detailed confidentiality agreement and it is inappropriate to ask questions of them as it places the expert in a difficult conflict of interest situation.

Confidentiality Agreement

Prior to the tactical exercise, each candidate will be required to sign a copy of the following confidentiality agreement. The confidentiality agreement does not apply to forming study groups or the sharing of this test preparation guide or other study materials. There will be no exceptions to this requirement.



**Q-50 Sergeant Examination
Confidentiality Agreement**



As a candidate in the Q-50 Sergeant promotional exam process, I understand that Civil Service Commission Rules prohibit candidates from sharing, copying, loaning, assigning, releasing or publishing any of the documents, data or information relative to this examination process to any person, agency or jurisdiction without the expressed written consent of the Assistant Deputy Director, Department of Human Resources, Public Safety Team, Recruitment and Assessment Services.

I also understand that Civil Service Commission Rules prohibit candidates from engaging in any conversation in which the topics, content and/or format of the Q-50 Sergeant exam components are discussed until after the posting of the tentative eligible list.

I understand that any breach of these instructions may be viewed as a violation under Civil Service Commission Rules 210.4 and 210.4.1 of the City and County of San Francisco:

"...Any person cheating, attempting to cheat or assisting other persons in cheating in any phase of the examination process shall be prosecuted to the full extent of the Charter and other laws. Actions to be taken include elimination from the examination process, dismissal and ineligibility for future employment. Cheating shall include the use or attempted use of materials not authorized by the scheduling notice to candidates to report for the examination."

"...Any eligible securing standing on a list by fraud, concealment of fact or violation of Commission Rules shall be removed from such list and, if certified or assigned to a position shall be removed therefrom."

Further, the Charter of the City and County of San Francisco, Section 10.101 General Powers and Duties, states:

"The Commission shall have power to institute and prosecute legal proceedings for violations of any civil service merit system or Department of Human Resources provisions of this Charter."

I have read and understand the terms of this Confidential Security Agreement. I also understand the consequences for failure to comply with them, and I agree to the statements below.

- I have no knowledge of the specific content of this examination and agree not to provide any exam content information to anyone for the duration of this agreement.
- I understand that all of my responses must be clear in order to receive credit for my answers.
- I understand that, if I wish to challenge the manner in which this test is administered, I am to file a protest in writing prior to leaving the test center today.

Name (Print): _____

Signature: _____

Today's Date: _____

TACTICAL EXERCISE OVERVIEW

The examination consists of a tactical exercise. When participating in the exercise, you will assume the role of a Q-50 Sergeant, and not that of a Q-2 Police Officer.

Knowledge and Skills Measured

The exercise consists of situations or scenarios based specifically on Department General Orders, Department Bulletins, Department Manuals, or other resources such as experience expected to have been gained as a Q-2 Police Officer.

The knowledge and skills which may be evaluated in the tactical exercise are listed below.

Adaptability/Flexibility: The ability to work in ambiguous situations and change one's style or approach in response to differing circumstances. This includes being open to change and new information; adapting behavior and work methods in response to new information, changing working conditions, or unexpected obstacles; and adjusting rapidly to new situations warranting attention and resolution.

Arrest: Knowledge of legal requirements (e.g. elements of crime) and procedures regarding arrest, detention, and transportation of suspects. This includes knowledge of provisions related to the arrest and detention of different groups (e.g., adults and juveniles). This also includes knowledge of the procedures for notifying and acquiring information from other agencies or departmental units pursuant to an arrest.

Attention/Selective Attention: The ability to maintain continuous effort while performing routine, monotonous, or repetitive tasks and/or the ability to concentrate or focus attention on tasks at hand while avoiding distractions. This includes maintaining attention over an extended period of time.

Command Post: Knowledge of when and how to establish a command post and command post roles and duties.

Command Presence: The ability to establish a commanding and respectful presence when interacting with the general public. This includes controlling a situation through making eye contact, oral commands, body language, professional appearance and demeanor at the scene of an incident without escalating the situation. This also includes recognizing situations and events which may require taking control of other people by using physical force when necessary and legally

justified.

Communication: The ability to communicate information clearly, accurately, and with the appropriate demeanor to coworkers, supervisors, and the general public when speaking. This includes targeting the amount, style, and content of the information to the needs of the receiver, and providing relevant feedback.

Conflict Resolution: The ability to deal effectively with conflict in situations. This includes identifying the most effective way to deal with angry or volatile persons and putting people at ease. This also includes the ability to achieve mutually satisfying agreements in negotiations with others by listening to their objectives, effectively communicating own objectives, and when possible, seeking common ground and collaborative solutions.

Crime Scene Management: Knowledge of crime scene containment, preservation, and management techniques.

Critical Thinking: The ability to objectively analyze and synthesize information, and evaluate a situation in order to form judgments. This includes distinguishing between inferences and facts; incorporating new information into what has already been learned; recognizing information which is incomplete, false, inconsistent or illogical; and evaluating the usefulness of information.

Decision-Making: The ability to know when a decision needs to be made and to make quick, sound decisions in uncertain and emergency situations, with limited information. This includes applying personal knowledge and experience to the assessment of a specific situation (for example, to recognize criminal activity or potential threats); identifying and evaluating the effectiveness of possible options; selecting the most promising course of action; recognizing when outside advice is needed; and committing to action.

Department Policies & Procedures: The ability to understand, accept, and follow all department rules and regulations (e.g., Department Bulletins, General Orders, and Manuals). This includes maintaining knowledge of Department policies and procedures, and reporting violations to those in authority.

Dependability: The ability and willingness to take ownership of work activities and ensure that they are completed accurately, efficiently, and in a timely manner. This includes being conscientious, committed, reliable, trustworthy, and accountable for completing work activities.

Detail Orientation: The ability to attend to and verify the accuracy and completeness of details in work activities. This includes focusing on the small details of work activities and taking the necessary time to ensure that all the details of completed work are correct and of high quality.

Discretion: The ability to use discretion in deciding what enforcement action to take, including using personal judgment, knowledge of the law, and experience to determine how strictly rules and regulations should be applied in a specific situation.

Documentation: The ability to accurately, completely, and legibly provide the information requested on specific written or computerized forms and reports. This includes knowledge of Department guidelines for the completion, issuance, and use of departmental forms, reports, teletypes, Crime Bulletins, correspondence, and other written communications.

Emergency Call Response Procedures: Knowledge of established policies and procedures and the application of such knowledge when conducting an emergency call response (for example, using lights and sirens, navigating through traffic) to ensure safety of everyone involved.

Emergency Response: The ability to take appropriate action using effective officer safety techniques in a dangerous, hazardous, or personally challenging situation.

English Language: The ability to speak and understand spoken English when giving and receiving instructions, and talking with supervisors, coworkers, and the general public. This includes using correct grammar when speaking and not using slang terms.

Evidence: Knowledge of what constitutes physical evidence and when and how evidence should be collected and analyzed. This includes knowledge of the rules of preserving evidence in order to ensure correct documentation of an incident and secure physical evidence related to incidents and accidents. This also includes the ability to objectively distinguish between incriminating and exculpatory evidence.

First Aid: The ability and confidence to provide first aid in response to injuries in a safe manner after accurately assessing the situation. This also includes the ability to recognize signs of medical or emotional problems in others that require action, such as contacting medical authorities or transporting to treatment facilities.

Following Instructions: The ability and willingness to receive, understand, and accurately follow

instructions and take direction.

Information Gathering: The ability to listen and separate key pieces of information from irrelevant information to determine relevant questions to ask based on information collected, and to use the information collected.

Initiative: The ability and willingness to take independent action and complete job tasks without being instructed to complete them. This includes the ability and willingness to recognize assignments or tasks that need to be completed, to seek out additional assignments or tasks, and to help others.

Integrity/Ethics: The ability and willingness to uphold ethical standards and comply with all state and federal laws and departmental policies and procedures. This includes maintaining confidentiality of all sensitive and proprietary information and avoiding conflict of interest situations.

Interpersonal Skills: The ability to develop and maintain professional, trusting, and positive working relationships with supervisors, coworkers, and the general public. This includes being considerate, cooperative, approachable, and taking time to listen to and address others' questions or concerns; treating others with kindness, respect, and dignity; and expressing empathy, sympathy, emotional support, and compassion when dealing with the needs and problems of others.

Interviews and Interrogations: The ability to plan for interviews and conduct interviews and interrogate persons as needed. This includes knowledge of guidelines and methods for conducting and documenting interviews and interrogations in investigations (includes criminal, administrative, etc.).

Listening: The ability to understand key pieces of spoken information, separating relevant from irrelevant information, and following verbal instructions and explanations. This includes listening attentively, knowing to hold a response until the speaker has finished making his/her point, and repeating information to ensure accuracy.

Observation/Attention to Detail: The ability to observe, recognize and attend to details in work situations, personal appearance, and written documentation. This includes attention to following departmental rules, regulations, and procedures.

Openness To Feedback: The ability to seek corrective feedback to improve himself or herself, accept criticism well, and use feedback to make necessary changes in behavior.

Peace Officer Bill of Rights: Knowledge of rights and protections defined in the Peace Officer Bill of Rights.

Planning and Organizing: The ability to evaluate and establish or change priorities, plan and coordinate work activities, and obtain and manage resources (including forms, tools, and equipment) so that work objectives are accomplished efficiently.

Positive Demeanor: The ability to act and present oneself in a positive, enthusiastic, and professional manner with others. This includes thinking positively about actions and events.

Presentation: The ability and willingness to present oneself with proper grooming, hygiene, and dress. This includes wearing appropriate and clean uniform and shoes, wearing hair in a neat and clean condition, maintaining personal cleanliness, and ensuring neat and clean appearance of own work area.

Problem Solving: The ability to define, diagnose, and resolve problems. This includes seeking, logically examining, and interpreting information from different sources to determine a problem's cause and developing a course of action to resolve the problem, even under pressure.

Professionalism: The ability to convey a professional and trustworthy image to create a good impression. This includes recognizing others' needs, separating personal issues from professional work, and being willing to work with dissatisfied citizens or constituents to, where possible, achieve mutually agreeable solutions.

Safety Orientation: The ability to work safely. This includes clearly understanding and following department safety policies/procedures, remaining vigilant and avoiding complacency, caring about safety of self and others, responding appropriately in an emergency, and reporting and handling unsafe conditions.

Search and Seizure: Knowledge of laws, regulations and procedures regarding search and seizure.

Stress Tolerance: The ability to work productively and effectively when faced with stressful work situations and time pressures. This includes maintaining stamina, patience, and effective interactions with others under stressful working conditions, and maintaining a calm, controlled, professional manner when facing high pressure and demanding situations.

Suspect Rights: Knowledge of legal rights of suspects and prisoners. This includes knowledge of Miranda Admonition and when it needs to be given.

Vigilance: The ability to visually scan a scene for potential hazards, weapons, or evidence of threat. This includes observing a situation to quickly determine what has happened or is happening; observing and noticing anything unusual, different or “wrong” in a situation; and visually scanning buildings, people, and traffic while on patrol.

Weapon Use: The ability to operate, maintain, and use authorized weapons (for example, firearms, batons) in a safe manner when required. This includes using discretion for the use of non-deadly force or deadly force when necessary and legally justified.

The specific Department Bulletins, Department General Orders, Department Manuals, and other resources from which the exercise is based are provided below. Note: The list contains *basic* resources candidates may need to reference in order to perform successfully in the tactical exercise; however, candidates may draw from additional resources that he/she is aware of that address the issues in the exercise. Candidates will be sent a link to the documents listed below via an e-mail through JobAps.

Bulletins
DB 12-267 Tracking Stolen Cellular Phones
DB 14-124 Mandatory Testing of a Member Involved in a Traffic Collision and the Drug Testing Process
DB 15-082 Mandatory Notification to the Department Operations Center (DOC)
DB 15-105 Vehicle Theft Abatement (VTA)
DB 15-243 New Policy: Completing Stolen Vehicle Releases
DB 16-036 Obtaining Value of Stolen Property
DB 16-109 CSI Impound Procedures
DB 16-219 Use of Force
General Orders
DGO 1.03 "Duties of Patrol Officers"
DGO 1.04 "Duties of Sergeants"

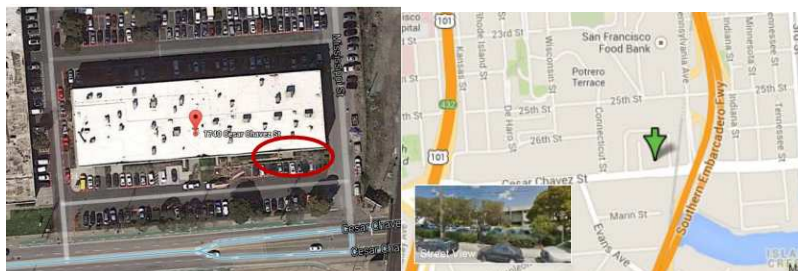
DGO 2.01 "General Rules of Conduct"
DGO 2.06 "Vehicle Collisions Involving Members"
DGO 2.08 "Peace Officer's Rights"
DGO 5.01 "Use of Force"
DGO 5.05 "Response and Pursuit Driving"
DGO 5.18 "Prisoner Handling and Transportation"
DGO 6.01 "Crime Scene Log"
DGO 6.02 "Physical Evidence and Crime Scenes"
DGO 6.04 "Assaults on Police Officers"
DGO 6.19 "Victim of Violent Crime Notification"
DGO 9.02 "Vehicle Accidents"
DGO 9.06 "Vehicle Tows"
Manuals
Bureau of Inspectors Investigations Manual
DM - 1 Injury and Illness Prevention Program (2009)
DM - 16 Supervisory Investigations Manual - Revised May 2005

Laws, rules, regulations, policies, and procedures on which the examination is based are continuously updated. In fairness to all candidates, any changes to these references after December 31st, 2016 will **not** be used in the tactical exercise. In addition, any forms, equipment, or systems that are being used on a trial basis in one or more SFPD Units but have not yet been implemented on a department-wide basis, will not be tested. Once again, the specific documents on which the exercise is based are listed above.

EXAMINATION DAY

Examination Site Directions

The tactical exercise will be administered at the CCSF Testing Center located at 1740 Cesar Chavez Street San Francisco, CA 94124 (just West of I-280).



At the site you will check in using your Driver's license or SFPD identification card. See "Ground Rules" on page 22 for additional information on what you can and cannot bring to the test site.

The administration of the tactical exercise will take place on June 13, 2017.

Tactical Exercise

In the tactical exercise, you will assume the role of a Patrol Sergeant in the San Francisco Police Department. You will be presented with a situation occurring somewhere in your district. You must respond to the situation and assume command; you will be responsible for making all decisions regarding the situation and related incidents. During the exercise, you will receive information from an audio recording at set time intervals. The audio recording will provide information on behalf of the dispatcher or others. You will explain your approach for handling the situation and address any new circumstances as they arise. **You will not be interacting with or asking questions of a dispatcher (or "Resource Person") in this exercise. However, you must verbalize all the actions that you would take or documentation you would complete while on the scene or back at the station.**

After checking in for the test, you and other candidates scheduled for that testing session will be given 15 minutes to read written instructions and background information about the situation, and make notes to prepare for the exercise. **There will be no question and answer period as there was for the first test.** At the end of the 15-minute preparation period, you will be directed to a test room. Once in the test room, the Test Room Proctor will turn on the video-recorder, read further instructions, and then start the audio/video program on the computer to begin the exercise. The exercise will last approximately 15 minutes.

Sample instructions are provided below.

Sample Candidate Instructions

In this exercise, you will play the role of a Police Sergeant in the San Francisco Police Department. Specifically, throughout the exercise, you will serve as a Patrol Sergeant in the fictitious Madison District. You will be presented with a situation occurring somewhere in your district. You must respond to the situation and assume command; you will be responsible for making all decisions regarding the situation and related incidents. You are the only Patrol Sergeant on duty in the district. If you need to refer to yourself during the exercise, use “Sergeant Candidate.”

Hall monitors will direct you to your test room following this preparation period. A proctor in the test room will direct you to your seat, start the video camera, record aloud your candidate ID#, and start the audio/video program on the computer. The Test Proctor will not answer any questions about the specific situations presented in the exercise.

During the exercise, you will receive information presented in an audio/video program on a computer in your test room. The audio/video program will provide this information on behalf of the dispatcher or others. You will hear the information and it also will be displayed on the computer screen. Information will be presented at various times at set time intervals and will be displayed until new information is received. Whenever you receive information, a timer on the computer screen will count down and display how much time you have remaining to respond. In other words, every time information is presented to you, there will be period of time allocated for you to respond. This time will be reflected in the countdown timer shown on your computer screen.

The overall exercise will last approximately 15 minutes. When responding to the information presented, explain your approach for handling the situation and address any new circumstances that may subsequently arise. **You will not interact with or ask questions of a dispatcher (or “Resource Person”) in this exercise.** However, you must verbalize all the actions that you would take or documentation you would complete while on the scene or back at the station. Also, **be sure to indicate what actions or documentation you would delegate to others or ensure are being completed by others.** Communicate using standard radio transmission protocol (e.g., “408”). Throughout the exercise, you may take notes on the blank notecards available in the room or on these instructions if you choose to do so.

You have been provided with policies and procedures that may be relevant to situations you are about to encounter. During the preparation time, review the background information that has been provided to you on the last page of this booklet, as well as the policies and procedures. Also, write down any notes on how you might respond to the situation. Do not write on the policies and procedures documents. Note: You

will not have access to the policies and procedures during the exercise; however, you may bring these instructions, the background information, and your notes with you to the test room.

When the exercise ends, all test materials including any notes you may have taken will be collected. Your responses will be video-recorded and scored at a later date. Your notes will not be scored.

Sample Scenario Background Information	
Rank:	Patrol Sergeant
District:	Madison
Shift:	1600 – 0200 hours
Date:	Tuesday, June 13, 2017
Time:	1700 hours
Officers on Duty:	3R12D, Sampson and Leisa 3R14D, Camp and Richmond 3R18D, Lock and Davis 3R11D, Do and Buford
Lieutenant on Duty	3R201, Paulson
Initial Information:	Break-ins have been reported at three residences on Ponce Place within the last 30 minutes. There is one reported injury, thus far.
Responding Units:	3R11D, Camp and Richmond

Examination Ground Rules

During an examination, the vast majority of candidates behave in a professional manner. However, it takes only one individual to disrupt the process. Please understand the goal is to ensure fair and consistent treatment of all candidates.

As stated above, to participate in the tactical exercise, you will be required to review and sign the confidentiality agreement. At the examination site, you will be provided with a copy of the Ground Rules described below.

As a reminder, if you require reasonable accommodation for this exam, you must contact DHR via e-mail at dhr-publicsafety@sfgov.org by Noon on June 2, 2017.

Ground Rules:

Electronic Devices. Possession of any electronic devices that transmit and/or store information [including smart watches] are prohibited during the examination in order to protect the security of the testing process. Therefore, you must relinquish all such devices before taking the examination, including pagers. There will be no exceptions to this rule. Because we will not be responsible for these collected devices, we strongly recommend that you leave these devices at home or in another secure location.

Materials or Writing Utensils. We will provide pencils and a pen. Do not bring writing utensils, paper, calculators, highlighters, stopwatches, or any other devices or materials to the test site.

Standard Watches. A regular wristwatch is acceptable to wear, but you may not use any “smart” watch or watch which has an audible alarm or tone that may distract others.

Assigned Seating and Exercise Rooms. You will be directed to specific seats and test rooms. To avoid the appearance of impropriety, you may not change your assigned seat or test room.

Leaving the Test Site. No candidate will be allowed to leave the test site until officially released by Public Safety Team or APT Metrics staff. No one will be allowed to leave the test site to smoke, eat, or “get some fresh air.” Any candidate who withdraws or is disqualified will be sequestered in another room until his or her group of candidates is released.

Food. No chewing gum or food of any kind will be allowed in the examination facility. You may, however, bring bottles of water.

Talking. During the preparation period, absolute silence is required so other candidates can concentrate. Anyone disrupting the test environment will be warned once and then disqualified from the selection process if the problem continues.

Restroom Usage. You will be given an opportunity to use the restroom just prior to registration. Thereafter, there will be no opportunity to use the restroom until you have finished the test exercise. There will be no formal restroom breaks. Candidates are not allowed to discuss any aspect of the test during restroom breaks. The restrooms will be monitored.

Illness or Emergency. In the event of a medical emergency, medical assistance will be called. In the unlikely event of an evacuation notice, please remain seated or in your test room. We have an established protocol to handle the situation and it will take only a minute to provide specific instructions. The protocol will protect the integrity of the examination and ensure an orderly evacuation.

TEST PREPARATION STRATEGIES

The following are basic suggestions to aid you in preparing for and participating in the tactical exercise. There are numerous books that have been written on test taking and strategies for taking tests. If interested, check your local library or the Internet for additional resources. Our recommendations may not work for every individual. As you read these suggestions, try to determine which ones will be most helpful to you. Please keep in mind that these are only suggestions and that different people may find some of the suggestions more or less helpful than others. Ultimately, it is your responsibility to be well prepared for the test.

Advance Preparation for the Testing Session

Familiarize Yourself with Instructions and Type of Exercise. Carefully read and become familiar with the instructions and the type of exercise that is described in this guide. You will feel more comfortable during the examination if you are familiar with the instructions and exercise prior to the actual test administration. Try to imagine what scenarios may be presented to you. Practice how you would respond to these scenarios on your own and with others. Becoming familiar with the mechanics of taking the test will save time and ease anxiety on test day.

Establish a Routine. Every person must make a personal decision regarding how much time to dedicate towards studying and preparing for a test. When setting a studying schedule, ensure that it is realistic and takes into account personal and professional obligations. Some successful candidates find it helpful to establish a routine such as dedicating two half-days every weekend or one or two hours every day to studying. Some candidates can study all day, while others find it more productive to take breaks. Regardless of the chosen routine, the most critical aspect is to ensure its continuation.

Reading List. The materials included on the reading list will help you respond to the situations you will encounter on the examination. It is recommended that you carefully review these documents. However, studies demonstrate that passive reading is not an effective manner to

learn and retain material. It is recommended that active study techniques be employed by candidates to ensure retention and the successful recall of exam materials. You may find it helpful to:

- Underline or highlight key provisions
- Write a theme sentence or heading which captures the essence of a section
- Write a summary of the key elements or develop a list of key points
- Transfer notes to three-by-five cards to carry with you for later review
- Tape record summaries or key points for playback
- Discuss the policy or procedure with other candidates and share your interpretation (differences of opinion can be memorable)
- Try to link the new information to what you already know. When reading a policy, think about situations encountered on the job and how your actions taken in those situations relate to the policy

Review the Knowledge and Skills Assessed. The knowledge and skills on pages 12-17 are the foundation for the examination. It is recommended that you carefully review the knowledge and skills list. You may find it helpful to brainstorm scenarios that may involve each knowledge or skill area or how you would demonstrate your proficiency in the knowledge or skills on the job. For example, to demonstrate communication, you may consider practicing speaking clearly and confidently and adapting your body language and speech to show interest. To demonstrate interpersonal skills, consider practicing showing empathy and sensitivity and acting calm and collected.

Use Mnemonics. The tactical exercise is designed to measure the application of your knowledge and not trivial facts and figures. Nevertheless, you may come across procedural steps or other information which you want to memorize. Mnemonic devices are helpful in recalling such information.

For example, you may create a word or sentence where each letter corresponds to the first letter of an item in the list. MY LEGS could be used to remember the statute of frauds: **M**arriage, contracts for more than one **Y**ear, **L**and, **E**xecutor (or **E**state), **G**oods (\$500 or more). FAST may be used to remember the elements of Officer safety: **F**ocus, **A**ttention, **S**ituational

awareness, and Tempo.

Take Care of Your Well-Being before the Test. Be sure to get enough sleep as a good night's sleep is especially critical the night before the test. You should also take steps to increase the quality of your sleep. Disrupted sleep affects memory, mood, and general well-being. Caffeine in the evening, or excessive caffeine at any time, may make it more difficult to fall asleep and will also affect the quality of your sleep. A good diet may also affect your ability to perform well on the test. Make sure that you eat enough nutritional foods before the test. Finally, you may find it helpful to have an exercise routine as part of your test preparation. A healthy body gives you more energy and focus.

Manage Your Anxiety. If you feel anxious before or during the tactical exercise, take several slow, deep breaths to relax. Also, please realize that it is normal to be somewhat nervous even if you are well-prepared.

DAY OF THE TESTING SESSION

Arriving at the Testing Location. During the tactical exercise orientation period, you will be in a room with several candidates. Below are a few general tips to help you be successful when you arrive at the testing location.

- Arrive early, but not too early. Excessive waiting or downtime can contribute to anxiety.
- Leave all electronic communication devices (e.g., your cellular telephone and/or beeper) in the car. If your watch beeps "on the hour," be sure to disable that feature.
- Remain detached from others who might distract you. It is particularly important to avoid loud groups and those who are obviously uncomfortable about the upcoming test.

Stay Relaxed and Focused on the Test. During the testing session, it is important to stay relaxed and focused on the test. To perform your best, you need to be positive and confident. You may find it helpful to wear a standard watch to the testing session. This will help you monitor the time.

Listen to and Read the Instructions/Questions Carefully. Be sure to follow all instructions. If you have any questions regarding the instructions, be sure to ask them during the question period.

Know the Time Limits. There is a 15-minute preparation period for the tactical exercise and then 15 minutes for the exercise. A timer will be visible in your test room. Stay focused and complete

as much of the exercise as you can in the time provided. You are not required to use the entire time for the exercise.

Take Notes. You may take notes during the preparation period and during the exercise. You may write on the instructions and the scratch paper provided. You may refer to these notes during the exercise. However, these notes are for your benefit only. They will be collected, but will not be evaluated or scored.