

8308 Sheriff's Sergeant Preparation Manual



January 2020

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Introduction

Thank you for participating in the promotional process for Sergeant. You have already performed responsible work in your current position with the department. Should you become a Sergeant, your performance will impact more people both inside and outside the department. You will manage personnel activities, assuming all supervisory responsibility for those under your command and serve as a role model for all personnel in the department.

What is the Purpose of the Preparation Guide?

The purpose of this guide is to help you prepare for the examination and acquire an understanding of the promotional testing process in the City and County of San Francisco.

The goal of a promotional testing process is to measure your job-related knowledge and abilities in a controlled (i.e., standardized) environment. Since the test is based on the job, it is usually in your best interest to learn as much as possible about job duties and the knowledge and abilities that are required to perform those duties.

Test Security & Confidentiality

In the development of promotional examinations, the Department of Human Resources Public Safety Team takes many steps to ensure test security and confidentiality. These steps may include test development at an off-site location, secure filing systems, signed confidentiality agreements, multiple versions of test forms when appropriate, “blind” scoring of test papers, and other techniques.

The loss or disclosure of examination information or material, unintentional or otherwise, is a very serious matter as it can threaten the validity of the process. Since examinations represent a significant investment in time and money to develop and administer, a security violation can be very costly and disruptive to the operations of DHR and the department. Intentional disclosure of test material is also illegal.

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.*

You can help contribute to a professional testing program by avoiding situations that might be misinterpreted by other candidates. For example, you may be discussing what you think will be on the test with a coworker. A third person walks by and overhears only part of the conversation, and concludes that you have “insider” information and a rumor is born.

You have been informed regarding the identity of the subject matter experts that will be assisting with

test development. You must avoid the temptation to ask *anything* related to the process, even general questions of these individuals. Our experts signed a detailed confidentiality agreement and it is inappropriate to ask them to potentially violate the law.

DHR is committed to providing as much information as we can. When we do not share information, it is because (a) we're protecting test security or the confidentiality of results, (b) we're still working on the test or scoring, or (c) we simply do not know the answer. Also, due to the sensitivity of the information we are reluctant to speculate, offer an opinion, or answer hypothetical questions. We want to be helpful, but we need to be careful.

We sometimes get calls from candidates with questions we will not answer. Providing information to one candidate and not others simply wouldn't be fair. Our goal is to share the same information with everyone at the same time. We also attempt to disseminate information through parallel channels, such as mailed correspondence, email, department bulletins, postings on the intranet, or group announcements. *The best source of accurate information is official correspondence and documents provided by DHR or those issued jointly by the SFSD and DHR.*

Sample Confidentiality Agreement

To participate, you will be required to sign a confidentiality agreement prior to the examination. A sample agreement is shown below.

	Sheriff's Sergeant Examination CONFIDENTIALITY AGREEMENT
<p>As a candidate in the Sheriff's Sergeant promotional examination process, I understand that Civil Service Commission Rules prohibit candidates from sharing, copying, loaning, assigning, removing, 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.</p>	
<p>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 examination are discussed until after the conclusion of the performance exercise administration on February 13, 2020. I understand that breach of these instructions may be viewed as a violation under Civil Service Commission Rule 111 as follows:</p>	
<p>Sec. 111.9 Cheating or Fraud in Examinations <i>It is the policy of the Civil Service Commission that examinations shall be conducted in a fair and impartial manner in order to test fairly the relative qualifications, merit, and fitness of applicants. 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. Significant false statements by applicants on the application or during the selection process shall be good cause for the exclusion of such person from the examination and such other appropriate action as may be recommended by the Human Resources Director.</i></p>	
<p>Sec. 111.9.1 Aid, Hindrance, Fraud and Collusion in Examinations <i>No person or officer shall, by himself/herself or in cooperation with other persons, defeat, deceive or obstruct any person in respect to his or her right of examination; or falsely mark, grade, estimate or report upon the examination or proper standing of any person examined hereunder, or aid in so doing; or make any false representations concerning the same, or concerning the person examined; or furnish to any person any special or secret information for the purpose of either improving or injuring the prospects or chances of any person of being appointed, employed or promoted. [. . .] 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.</i></p>	
<p>Further, the Charter of the City and County of San Francisco, Section 10.101 General Powers and Duties, states: <i>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></p>	
<p>I have read and understood the terms of this Confidentiality Agreement and I understand the consequences for failure to comply with them, and I attest to the following:</p>	
<ul style="list-style-type: none">• 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 my responses must be clear in order to receive credit for my answers.• I understand that, if I wish to challenge the way this test is administered, I am to file a protest in writing <u>prior</u> to leaving the test center after each test administration.	
_____	_____
Signature	Date
_____	_____
Print Last Name, First Name	Star #

Examination Components

The selection process for 8308 Sheriff's Sergeant will consist of two components. The first component is the Supervisory Examination that will be administered on February 11, 2020. The second component is the Performance Exercise, which is scheduled for February 13, 2020.

The components and tentative examination weights are:

- 1) Supervisory Examination (Weight: 21%)
- 2) Performance Exercise (Weight: 79%)

Supervisory Examination

What is the Supervisory Examination?

The Supervisory Examination consists of a video-based observation component and situational judgment questions.

All directions are clearly stated in the test itself.

Part I Officer Observation and Evaluation

Part II Supervisory Judgement Multiple Choice

Corrective or Progressive Discipline as Used in This Exam

A key part of a supervisory job is the training, coaching and counseling of staff. In most cases, performance issues and problems can be corrected by giving verbal coaching or simply talking with the employee, determining the cause of the problem and providing appropriate feedback and training. Sometimes problems can be more severe or of a continuing nature. In other words, there may be negative consequences for the employee for failure to comply. In this case, you need to follow organizational policy and follow a progression of steps to initiate corrective action or discipline. For purposes of this exam, the following simplified steps are defined. Whenever a question choice involves one or more of these steps, refer to the following definition of each step. Note that these definitions may not correspond exactly to the process you are familiar with in your current department. In the test, these steps will be bolded and in quotes so you will know that the test refers specifically to the action defined below. For example, a choice might read, "The supervisor should issue a **Written Reprimand.**"

<i>Steps</i>	<i>Definition</i>
(1) Oral Reprimand	An oral reprimand is a formal conversation between a supervisor and an employee about a specific aspect of the employee's performance and/or conduct. The employee is put on notice that this is the first step in corrective discipline, but no record will be made in the individual's personnel file.
(2) Written Reprimand	A written reprimand is a formal written notice to the employee regarding repeated offenses or significant misconduct. The employee is given written notice of disciplinary action that will occur. Supervisors will usually involve management of Human Resources and provide documentation of the employee's action leading up to the reprimand. The reprimand is recorded in the personnel file and is signed by the employee.
(3) Unsatisfactory Service Rating or Other Consequences	Depending upon the nature of the problem, various types of actions can result, ranging from a notice of unsatisfactory service to suspension or termination.

(Do not bring this handout to the test. All instructions, including the table above, are contained in the test booklet.)

Marking Your Answers

The answer sheet is machine scored so mark only one answer for each question and fill in the circle completely. If you mark more than one answer, you will get the question wrong. Erase all changes completely. Mark only on the Scranton sheet provided. If you don't know the answer to a question, the best strategy is to mark an answer anyway because you may get it right and you will definitely get it wrong if you don't answer. Some choices may receive partial credit.

What Knowledge Areas and Abilities Does the Supervisory Examination Measure?

The Supervisory Examination designed to measure a candidate's ability to effectively manage and supervise within a custodial setting. The exercise measures the following knowledge areas and abilities:

- Communication skills
- Interpersonal relations
- Working with management
- Inmate management
- Prioritization and resources management
- Staff and interpersonal relations

- Integrity and reliability
- Training and career development
- Managing performance
- Managing change
- Team development and delegation
- Discipline and managing difficult employees
- Managing conflict
- Changing role to supervisor

Performance Exercise (PE)

What is the Performance Exercise?

The PE is a job simulation designed to measure your ability to apply the knowledge and abilities that a Sheriff's Sergeant needs to competently perform duties of the job. You will be playing the role of Sheriff's Sergeant Chris Candidate.

The exercise will involve a series of virtual meetings regarding job-related fictitious scenarios. The exercise will be presented via an automated video recording that is played on a computer. You will not be meeting with live role players.

In this exercise, you will play the role of a newly promoted SFSD Sergeant who will be conducting a muster with your entire unit, and then engage in meetings with one or more of your Deputies. Thus, this exercise has three parts:

- Part 1 is the preparation time.
- Part 2 is the muster with your unit
- Part 3 is meetings with Deputies.

Part 1 of this exercise is your preparation time.

Part 2 of this exercise, the muster is intended to simulate your first introductory meeting with members of your unit. This part is divided into two segments. The first segment requires candidates to make an introductory presentation explaining their management and leadership style as well as explaining their expectations. The second segment requires candidates to make a presentation regarding a current issue within the SFSD. This entire exercise is conducted in-role.

For the first segment, you will introduce yourself to your unit and discuss your management and leadership style. As part of this introduction, you should discuss what your unit can expect from you as their Sergeant and what you will expect from them. You will have two minutes and fifteen seconds (2:15) to complete this segment.

For the second segment, you will discuss a “current issue” of concern in regard to the SFSD. This “current issue” will be outlined in the exercise instructions. Typically, descriptions of these issues are passed down from a hypothetical supervisor (e.g., a Captain) and this hypothetical supervisor expects you to address these current issues with the unit present at this meeting. It will be your responsibility to incorporate the information provided by your supervisor into your discussion with your unit. Please note that the current issue may be a mix of fictional issues, as well as actual issues occurring within the SFSD. You will have two minutes (2:00) to complete this segment. A countdown timer will be displayed at the lower right corner of the screen showing the time remaining for each response.

This entire exercise will be presented via an automated video recording that is played on a computer. After you enter the test room, a proctor will start a video camera so that your responses can be recorded. The proctor will then start a video file on a computer that will guide you through the exercise. Once the video on the computer is started, the proctor will sit off to the side of the camera and stay in the room during your presentation to monitor the operation of the camera. After each prompt or question, the video will transition to a countdown timer that will display the amount of time you have remaining to address each segment or question. After completing Part 2, the exercise video will transition to Part 3 of this exercise.

Part 3 of this exercise, the meetings with Deputies, is intended to simulate a feedback session with one or more of your subordinates after your muster. For this part of the exercise, Deputy Bonds has requested to speak with you regarding an issue he is having with Deputy Smithers.

The meetings will be highly structured. A video will prompt you when you should begin your response. Deputy Bonds role-player on the screen will deliver a statement to you. After Deputy Bonds role-player’s statement has concluded, you will immediately provide your response to their statement. The time limit for this response is one minute (1:00). You will then receive a statement from the Deputy Smithers role-player to you in the video. After Deputy Smithers role-player’s statement has concluded, you will immediately provide your response to their statement. The time limit for this response is one minute (1:00).

Dimensions measured in the Performance Exercise may include:

- Management and Supervision
- Analysis and Planning
- Communication Skills
- Professional Knowledge
- Leadership

What Knowledge Areas and Abilities Does the PE Measure?

The PE is designed to measure job knowledge areas and abilities that were identified during the job analysis as critical and essential the first day on the job as a Sheriff's Sergeant. The job knowledge areas and abilities tested will be sampled from the following:

- Knowledge of federal/state/local laws and regulations and departmental policies and procedures governing discrimination and harassment
- Knowledge of federal/state/departmental laws and regulations governing law enforcement and detention facilities, e.g., Constitutional laws, CA Penal Code, Family Code, Welfare and Institutions Code, Minimum Standards for Local Detention Facilities, Code of Civil Procedure, etc.
- Knowledge of departmental/division work rules Collective Bargaining Agreements, regulations, policies and procedures.
- Knowledge of the principles of effective supervision
- Knowledge of how to schedule staff activities, e.g., vacation, leave, RDO, OT, coverage, backfill, etc.
- Knowledge of department policy and procedures manual
- Knowledge of departmental personnel discipline and grievance procedures
- Knowledge of inmate discipline and grievance procedures.
- Knowledge of proper search criteria and methods e.g, in the field, in the jail facility
- Knowledge of each Division's safety and security requirements and proper notification procedures during critical incidents
- Knowledge of defensive tactics, approved restraining methods, and use of force techniques.
- Knowledge of law enforcement equipment care and use (firearms, radio, etc.).
- Knowledge of court decisions governing jail administration, inmate rights and inmate releases
- Knowledge of interviewing techniques.
- Knowledge of the practice of prisoner care, welfare and treatment.
- Knowledge of jail and court system.
- Knowledge of different gang affiliations.
- Knowledge of California laws as applied to local adult detention facilities
- Knowledge of criminal law
- Knowledge of employee training principles
- Knowledge of Title XV of the California Code of Regulations
- Knowledge of the criminal justice system
- Knowledge of departmental organization and function (chain-of-command).
- Knowledge of health and safety regulations
- Knowledge of employee relations/labor relations issues
- Knowledge of radio codes and procedures, including 10 Code system
- Knowledge of employee assistance programs/peer support

- Knowledge of viable internal and external transport routes, protocol and procedures for daily use and use in the event of emergency evacuations, special circumstances, etc.
- Knowledge of civil and criminal court rules and procedures
- Knowledge of inmate direct supervision techniques
- Knowledge of inmate assistance programs
- Knowledge of effective interpersonal communication techniques
- Knowledge of effective listening techniques, e.g. eye contact, active listening, etc.
- Knowledge of potential cultural, social religious differences, etc.
- Ability to organize, prioritize and address several competing and or simultaneous tasks and demands.
- Ability and willingness to confront adversity.
- Ability to seek out and determine pertinent information, render judgments based on the data at hand, and solve problems with practical and timely solutions
- Ability to delegate tasks to subordinate staff.
- Ability to be proactive and to take initiative to actively influence events.
- Ability to effectively delegate tasks and duties as necessary.
- Ability to accurately recall names and numbers.
- Ability to follow oral directions.
- Ability to follow written directions.
- Ability to provide clear verbal instructions so that others will understand.
- Ability to keep accurate records.
- Ability to write comprehensive, effective, and concise emails, memos, letters, reports, procedural orders, instructions, etc.
- Ability to communicate effectively in writing using proper spelling, grammar, syntax, punctuation, and vocabulary.
- Ability to be fair and objective in a consistent manner.
- Ability to hold subordinate staff accountable for the performance of their jobs.
- Ability to control, direct, and instruct staff, civilians and/or inmates.
- Ability to ensure successful completion of assignments and activities.
- Ability to enforce departmental rules and regulations with firmness and tact.
- Ability to recognize which labor and personnel issues can be addressed at your level and which should be referred to superiors.
- Ability to work under the direct supervision of a superior officer.
- Ability to recognize when the use of force is necessary and appropriate.
- Ability to follow through on projects and assignments.
- Ability to recognize confidential issues and to handle in an appropriate manner.

- Ability to maintain confidentiality of sensitive information (e.g., investigations, medical, Command Staff directives, etc.).
- Ability to resolve conflict/ problems among staff members, inmates, or members of the public.
- Ability to demonstrate flexibility and adapt to changing situations.
- Ability and willingness to represent management positions and policies to subordinates.
- Ability and willingness to take the role needed to accomplish tasks and activities.
- Ability to create a good first impression; command attention and respect; and instill self confidence in others.
- Ability to gain the respect of others.
- Ability to act as a role model/mentor to others.
- Ability to model ethical work behavior by supervising in a fair, honest and consistent manner
- Ability to motivate and direct staff.
- Ability to create a team atmosphere in order to have staff work effectively together.
- Ability to promote socially acceptable attitudes and behavior of inmates and staff.
- Ability to establish and maintain good interpersonal/ cooperative relations with others in the work environment.
- Ability to think and act quickly, calmly, effectively in stressful/emergency situations.
- Ability to tolerate the negative aspects of the job.
- Ability to perform effectively while under stress.
- Ability to display a genuine respect for others.
- Ability to deal courteously and responsively with Sheriff's Department personnel and others.

PE Administration

Sample Instructions [The instructions will be finalized before administration of the test.]

San Francisco Sheriff's Department 8308 Sergeant Performance Exercise Candidate Instructions

Exercise Overview

For this exercise, you will assume the role of newly promoted Sergeant Chris Candidate of the San Francisco Sheriff's Department. The exercise will involve a series of virtual meetings regarding job-related fictitious scenarios. The exercise will be presented via an automated video recording that is played on a computer. You will not be meeting with live role players.

In this exercise, you will play the role of a newly promoted SFSD Sergeant who will be conducting a muster with your entire unit, and then engage in meetings with one or more of your Deputies. Thus, this exercise has three parts:

- Part 1 is the preparation time.
- Part 2 is the muster with your unit
- Part 3 is meetings with Deputies.

Part 1 – Preparation Time

Part 1 of this exercise is your preparation time.

Part 2 – Muster with your Unit

Part 2 of this exercise, the muster is intended to simulate your first introductory meeting with members of your unit. This part is divided into two segments. The first segment requires candidates to make an introductory presentation explaining their management and leadership style as well as explaining their expectations. The second segment requires candidates to make a presentation regarding a current issue within the SFSD. This entire exercise is conducted in-role.

Part 3 – Meeting with Deputies

Part 3 of this exercise, the meetings with Deputies, is intended to simulate a feedback session with one or more of your subordinates after your muster. For this part of the exercise, Deputy Bonds has requested to speak with you regarding an issue he is having with Deputy Smithers.

Part 1- Preparation Time

You have been given specific instructions for the Performance Exercise. You are expected to read all materials and prepare, as you feel is necessary, for Parts 2 and 3 of this exercise. You will have 15 minutes to prepare. As you will have no time between Parts 2 and 3 of this exercise, it is imperative that you review the instructions for the two parts and prepare for both during the initial preparation. Along with the exercise instructions, you will be provided with notepaper, a pen, a pencil and a highlighter. Feel free to take notes during this time—you WILL be able to use these notes (and the instructions, if necessary) during the actual administration of the exercise. Once you are given the signal to begin, you should immediately review the material and begin your preparation.

Part 2- Muster with your Unit

An Introduction to Your Leadership Style and Your Expectations

This is your first meeting with your unit as their Sergeant; therefore, you should use this opportunity to set the stage for the future in working with this particular group. You should address the following in your introduction:

- Your management and leadership style/approach and how this will benefit the department.
- Your role in the day-to-day functioning of the department.
- What members can expect from you as their Sergeant.
- Your expectations for your unit.
- How you will handle certain key issues as a Sergeant (e.g., dictate, lead by example, ask all to be involved in decisions, etc.).

Essentially, you will need to let your members know what they should expect from you and what you will expect from them. You will have **two minutes and fifteen seconds (2:15)** to discuss the points above to the best of your ability. How you choose to discuss each portion and the amount of time you decide to devote to each portion is your responsibility.

A countdown timer will then be displayed on the computer screen, counting down from **two minutes and fifteen seconds (2:15)**. If you finish your presentation before the two minutes and fifteen seconds expires, you must wait for the video prompt for the next part.

Discussion of Current Issues

As part of your muster, your Captain would also like you to discuss a “current issue” of concern in regard to the SFSD. You will have **two minutes (2:00)** to discuss the points above to the best of your ability. Further information for this part of the meeting will be presented on another sheet titled “Muster Content.”

A countdown timer will then be displayed on the computer screen, counting down from **two minutes (2:00)**. If you finish your presentation before the two minutes expires, you must wait for the video prompt for the next part.

When in the test room, you will be “in-role” and you should remain in-role for the entire muster in Part 2. The extent and manner to which you cover all of the parts in this exercise is your responsibility. It is recommended that you be as detailed as possible in your responses; the assessors can only grade you on what you say.

Structure of the Muster with your Unit

Please read the following information to better understand the required structure that you must follow in completing Part 2 of this exercise. You will provide two (2) responses in this portion of the exercise:

1. Introduction, Management and Leadership Style (2:15 time limit)
2. Discussion of Current Issue (2:00 time limit)

Part 3-Meeting with Deputies

For Part 3 of this exercise, the meetings with Deputies, is intended to simulate a feedback session with one or more of your subordinates after your muster. For this part of the exercise, Deputy Bonds has requested to speak with you regarding an issue he is having with Deputy Smithers. Further information for this part of the meeting will be presented on another sheet titled “Background Information.”

The meetings will be highly structured. A video will prompt you when you should begin your response. Deputy Bonds [role-player on the screen] will deliver a statement to you. After Deputy Bonds role-player’s statement has concluded, you will immediately provide your response to their statement. The time limit for this response is one minute (1:00). You will then receive a statement from the Deputy Smithers role-player to you in the video. After the Deputy Smithers role-player’s statement has concluded, you will immediately provide your response to their statement. The time limit for this response is one minute (1:00).

Your task is to investigate and resolve the complaint to the extent possible through the meetings, and address any other issues that arise. You must control the meetings and include members as you deem appropriate to accomplish your objectives. As the new supervisor, you may also wish to provide other comments or guidance to the Deputies to develop your supervisory relationship.

Meeting with Deputy Bonds

Deputy Bonds has requested to speak with you regarding a complaint against Deputy Smithers. The Deputy Bonds role-player on screen will make a statement. A new timer will appear on the screen and the narrator in the video will prompt you to provide a response. You should respond to the statement and continue to discuss any talking points you feel are necessary regarding this matter. You will have one minute (1:00) to speak at this point.

Meeting with Deputy Smithers

The Deputy Smithers role-player on screen will then make a statement. A new timer will appear on the screen and the narrator in the video will prompt you to provide a response. You should respond to the

statement and continue to discuss any talking points you feel are necessary regarding this matter. You will have one minute (1:00) to speak at this point.

Structure of the Meetings with Deputies

This exercise is highly structured. Please read the following information to better understand the required structure that you must follow in completing this exercise. You will provide two (2) responses in this portion of the exercise:

1. Meeting with Deputy Bonds (1:00 time limit)
2. Meeting with Deputy Smithers (1:00 time limit)

Notes:

You may take this document with you into the exercise room, along with any notes you have prepared during your preparation time.

Remember that any notes that you make will not be read or evaluated, and are for your use only. Only the video recordings of Part 1 and Part 2 will be assessed by the raters.

This entire exercise will be presented via an automated video recording that is played on a computer. After you enter the test room, a proctor will start a video camera so that your responses can be recorded. The proctor will then start a video file on a computer that will guide you through the exercise. Once the video on the computer is started, the proctor will sit off to the side of the camera and stay in the room during your presentation to monitor the operation of the camera. After each prompt or question, the video will transition to a countdown timer that will display the amount of time you have remaining to address each segment or question. After completing Part 2, the exercise video will transition to Part 3 of this exercise.

How is Performance on the PE Evaluated?

A rating committee comprised of subject matter experts from outside the SFSD will receive specific rating guidance and training. Your responses will be rated independently by a team of raters. All ratings will be anonymous. After completing independent ratings, the raters will confer to produce final ratings of your PE.

PREPARATION INFORMATION

How Should I Prepare for the Supervisory Exam?

In our experience, one of the most helpful preparation methods for this type of assessment is to practice! How might one do this?

Informal Study Group Method

Some individuals may wish to form a study group to prepare for this assessment. This study group would spend some time individually brainstorming potential assessment content, scenarios and

questions. This could entail the creation of an extensive list of situations/incidents (tactical incidents, management challenges, supervisory problems, leadership challenges, etc.) that a SFSD Sergeant might face. The group could then review the individual brainstorming lists and combine this information into a master list.

The group might assign these scenarios to group members and each individual could outline several basic testing scenarios. The individuals could also outline general questions related to the scenarios and potentially research (and document) the appropriate responses. The group could submit their scenarios and questions to an administrative lead whose job would be to compile the scenarios into a study guide.

The group could meet to discuss the scenarios. This part of the process is critical. Individuals should share, discuss and debate their responses. This is a process where real “learning” often occurs, as group members can gain the perspective of others in the group, especially in terms of how they would address a given scenario! For this reason, taking notes during these discussions is recommended.

Individual Study Method

Many of the recommendations included in the study group method also apply to individual preparation. One could brainstorm scenarios, outline responses related to the scenarios, and research the appropriate responses to these scenarios. This information then could be compiled into a study guide and used to prepare for this assessment.

If you choose to prepare on your own, you might try to network with others conducting a similar method of preparation. You can share your study guide with others in advance of the assessment administration and review the study guides created by other individuals.

While some individuals who engage in individual preparation may feel that they are potentially benefitting their “test competitors” by sharing a well-prepared study guide, it is nevertheless important to note that reviewing study guides and scenarios prepared by others provides one with an opportunity to explore perspectives that one otherwise might not consider when addressing an incident. In other words, it allows one to obtain the “best” information from others’ study guides for incorporation into one’s own guide. Individuals who prepare this way can spend the last few weeks before the assessment to continually review their revised study guide.

Note that these methods require no cost and simply rely on ingenuity, effort and the cooperation of others. We have found that these methods are reported in post-assessment candidate surveys as being the methods most closely associated with a high degree of success in the promotional process!

General Strategies

- Expectations of a SFSD Sergeant. Familiarize yourself with the roles and responsibilities of a SFSD Sergeant. The examination will ask you questions regarding how you will handle

supervision and other issues as a supervisor. Therefore, it is important to understand what duties you will be responsible for in this role.

- Reading list. Review your internal departmental manuals. This will help you to further understand the proper way to respond to various situations that may be integrated into the assessment.
- Research “Hot Topics.” You can prepare yourself for the types of scenarios you may encounter in the assessment process by researching important "hot topics" within the SFSD. Researching topics that could be the basis for hypothetical problems or meetings will help you give/select well-informed and structured responses.
- Brainstorm. Ask yourself questions such as: How will I handle problematic situations as a supervisor?; How will I manage and lead my subordinates?; How will I communicate information to others?, and; What do I know about important issues related to the City?
- Practice. Practice by working with study partners to create questions with multiple parts, a few response options, and then answering the questions.

Diligent preparation for this assessment will help you succeed; however, there are other considerations that can affect your performance on the day of the assessment, including:

- Your Physical Well-being. If you can, get a good night’s rest before the assessment and eat right. Try to ensure that you are in the best possible condition, both physically and mentally on the day of the assessment. Candidates in public safety promotional processes across the U.S. often work the day before or even the day of testing. Plan ahead and think how you can put yourself in the best possible situation for the assessment!
- Arrive Early. Make all necessary arrangements to ensure that you arrive early at the assessment site. It would be wise to anticipate traffic delays in traveling to the site and to allocate extra travel time to ensure an early arrival even with delays, especially due to the limited parking in the neighborhood of the Test Center.
- Controlling Anxiety and Stress. Many candidates experience anxiety as a result of the stress and pressure to perform well on the assessment. This is a common and natural response. Understanding this anxiety is important. This anxiety is sometimes displayed in individuals as tension or even anger (e.g., on edge, quick to be set off, etc.). Again, acknowledging these feelings may help you to relax and put yourself in a better mindset for taking the assessment. As much as possible, you need to have a positive attitude on the day of the assessment.

General Test Taking Strategies

There are several strategies and tips to keep in mind when taking the examination that will ensure your test score is accurate and reflects your level of knowledge about the job.

1. **Listen carefully.** The exam administrator will provide you with complete instructions for taking the exam. Be sure that you pay close attention to all test instructions. It is extremely important that you completely understand the directions before the exam begins.
2. **Ask questions.** If there are instructions that you do not understand or if something is not clear, please feel free to ask the exam administrator any questions that you may have before the exam begins.
3. **Note start and end times.** Just before the test administrator begins the test, make a note of the time the test will actually begin and the time that the test will end.
4. **Keep track of time.** It is important that you keep track of your time so that you are able to pace yourself throughout the exam. You do not want to run out of time and have unanswered questions. It is important that you allot a few minutes of time to guess on unanswered questions at the end of the exam. The test administrator will make several announcements regarding remaining test time, but otherwise you are on your own.
5. **Remain calm.** It is important that you remain calm throughout this exam so that you are able to work most effectively. You can't allow yourself to become nervous or confused by a few difficult or challenging questions. There are going to be times when you are not going to know the answer and neither will other individuals taking the exam.
6. **Read each question carefully.** Be sure that you understand what the question requires of you.

Things to consider when marking the answer sheet:

- Make heavy black marks that fill the circles completely.
- Completely erase any answers you wish to change.
- Do not make any stray marks on the answer sheet.
- You must use the #2 pencil that is provided to you. A pencil is required to complete the answer sheet because a computer will be reading these marks.
- Place all of your answers on the answer sheet. Only answers on the answer sheet will be scored.
- Be sure that the number of the question you are working on corresponds with the number that you fill in on the answer sheet. For example, if you are working on question 37, make sure that you fill in your answer on line 37 of the answer sheet. Periodically check yourself to make sure that your answers are in the correct spaces.

How Should I Prepare for the PE?

The following include recommendations to prepare for the PE:

1. **Reading Materials.** Copies of relevant references from the Suggested Reading Materials [see below] will be provided to you on the day of the test. Otherwise, you should be familiar with the materials so that you can quickly apply that knowledge to situations as they evolve in the meetings of the PE.
2. **A Word About Video-recorded Exercises.** This test is not intended to measure your potential to be a Hollywood actor. The Public Safety Team and outside evaluators are well aware that candidates are not trained actors. However, in this exercise you will be evaluated on verbal and non-verbal communication skills. It is recommended that you practice talking in front of a video camera.
3. **Practice.** If you are not familiar with this test format, it may be helpful to simulate the test at home. Use the sample instructions and create your own notes on any job-related topics. Then, place a video camera in front of you and act as if you were meeting with individuals. Play the recording for feedback.

Suggested Reading Materials

A) Collective Bargaining Agreement between the City & County of San Francisco and the San Francisco Deputy Sheriffs' Association, Unit 12A (July 1, 2019 - June 30, 2022)

Link: <https://sfdhr.org/sites/default/files/documents/MOUs/DSA-2019-MOU.pdf>

B) Collective Bargaining Agreement between the City & County of San Francisco and the San Francisco Sheriffs' Managers and Supervisors Association, Unit 12B (July 1, 2019 - June 30, 2022)

Link: <https://sfdhr.org/sites/default/files/documents/MOUs/Sheriffs-Managers-and-Supervisors-Association-MOU-2019-2022.pdf>

C) Collective Bargaining Agreement between the City & County of San Francisco and the Service Employee International Union (July 1, 2019 – June 30, 2022)

Link: <https://sfdhr.org/sites/default/files/documents/MOUs/SEIU-Local-1021-MOU-2019-2022.pdf>

D) Title 15 of the California Code of Regulations, Adult Detention Facilities - Minimum Standards for Local Detention Facilities, Division 1, Chapter 1, Subchapter 4: Articles 1-7; Article 8 Section 1100-1101; Article 9 Section 1140-1144; Articles 11-15. (Effective 10/01/19)

Link: <http://www.bscc.ca.gov/wp-content/uploads/Adult-Title-15-Regulations-Effective-10.1.2019.pdf>

E) Selected materials from the California Penal Code, Code of Civil Procedures, Family Code, Government Code, Labor Code, Welfare and Institution Code

F) Selected materials from the San Francisco Sheriff's Department Division Manuals and Policies & Procedures

G) Book: Social Intelligence Skills for Sheriff's Department Supervisors/Managers, Stephen J. Sampson, Ph.D. ISBN 0-87425-931-2. Candidates must purchase this book at their own expense.

F) California Codes

Penal Codes - 2019 Edition				
15	409.3	1203.016	4011.2	4536
16	409.5	1610	4011.5	4537
17	830.1	2970	4011.6	4550
17.5	830.7	4000	4011.7	4570
18	832.7	4001.1	4011.8	4570.5
26	833	4002	4011.9	4571
30	833.2	4003	4012	4573
70	833.5	4004	4013	4573.5
118	834	4005	4015	4573.6
118.1	834a	4006	4016	4573.8
142	834c	4006.5	4017	4573.9
145	835	4007	4017.1	4574
241.1	835a	4008	4018	4575
241.7	836	4009	4532	4600
243.7	836.3	4010	4533	
403	836.6	4011	4534	
404	1170	4011.1	4535	
Family Codes - 2019 Edition				
6200	6203	6205	6209	6210
6211	6215	6218		
Government Codes - 2019 Edition				
3300	3301	3302	3303	3304
3305	3306	3306.5	3309	26600
26602	26607	26608	26609	26610
26611	26612			
Labor Codes 2019 Edition				
4850	4850.3	4851	4853	4856
Welfare and Institution Codes - 2019 Edition				
300	602	707	5150	5250
6600				

What Should I Expect at the Test Site?

The Supervisory Examination *is scheduled* for **Tuesday, February 11, 2020** at the Department of Human Resources Testing Center, 1740 Cesar Chavez Street, San Francisco, CA, 94124.

You will check in at the registration desk located at the top of the ramp. You must bring your Driver License or SFSD Photo Identification Card to the test site to be admitted. At check-in, you will be required to sign a confidentiality agreement in order to participate in the examination.

There is no dress code for the Supervisory Examination (Ergo).

Remember that you may not park in the lot at the Testing Center. We urge you to consider public transit or have someone drop you at the site. You should expect to be at the test site for approximately four (4) hours

The PE is scheduled to be administered **on February 13, 2020** at the Department of Human Resources Test Center, 1740 Cesar Chavez Street, San Francisco, CA, 94124.

Please dress in plain clothes (i.e., civilian) business attire. Do not wear anything indicating rank, organization affiliation or insignias of any kind.

You are not allowed to park in the lot at the Test Center. We urge you to consider public transit or have someone drop you at the site.

You will check in at the registration counter located at the top of the ramp. You must bring your Driver License or SFSD Photo Identification Card to the test site to be admitted.

Possession of any electronic or battery-operated communication devices are prohibited during the test. Many of these devices can transmit and/or store information. Therefore, to deter cheating and loss of test security, you will be required to relinquish all electronic communication devices [including pagers and smart watches] before taking the examination. There will be no exceptions to this rule. Candidates found with electronic communication devices during the test will be disqualified from the selection process. Please help us streamline the check-in process by leaving these devices at home or in another secure location.

All exam materials (paper, pencils, pens, highlighters) will be provided to you. Do not bring any writing utensils, paper, calculators, highlighters, stopwatches or any other devices or study materials to the test site.

No food, chewing gum or drinks (other than bottled water) will be allowed into the test site.

You may wear a standard watch, but you may not use any watch which has an audible alarm or tone that could distract others.

You will be given the opportunity to use the restroom prior to registration.

You may not discuss the examination with other candidates at any time. Once you have completed the PE, please leave the building and premises quietly and immediately.

Questions

If you have any questions regarding this Preparation Guide, please send an e-mail to dh-public-safety@sfgov.org by 1600 hours on January 17, 2020. To ensure fairness, questions cannot be answered individually. Responses to all relevant questions will be made available to all candidates via e-mail prior to the administration of the exercises.

It is extremely important that we have your current contact information. If you changed your e-mail address after filing your application, be sure to login to JobAps and update your information. If you have problems updating your information online, contact the Public Safety Team at dh-public-safety@sfgov.org