

Preparation Guide

Sheriff's Captain Examination



April 2019



Public Safety Team
Department Of Human Resources
City and County of San Francisco

PREPARATION GUIDE SHERIFF'S CAPTAIN EXAMINATION

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 what knowledges and abilities 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.

If you learn that someone you know is serving as a Subject Matter Expert for the exam, avoid the temptation to ask *anything* related to the process, even general questions. 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 communicate information through parallel channels, such as 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

You will be required to sign a confidentiality agreement prior to participation in the examination. A sample agreement is shown below.

Sample Sheriff's Captain Examination CONFIDENTIALITY AGREEMENT

As a candidate in the Sheriff's Captain 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 Selection and Hiring Resources Deputy Director, Department of Human Resources.

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 examination administration on May 22, 2019, and May 23, 2019. I understand that breach of these instructions may be viewed as a violation under Civil Service Commission Rule 111 as follows:

Sec. 111.9 Cheating or Fraud in Examinations *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.*

Sec. 111.9.1 Aid, Hindrance, Fraud and Collusion in Examinations *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.*

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 understood the terms of this Confidentiality Agreement and I understand the consequences for failure to comply with them, and I attest to the following:

- 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 after each test administration.

Signature

Date

Print Last Name, First Name

Star #

Sample Technology Waiver

8312 Sheriff Captain Selection Process Sample Technology Waiver Form

Date of Examination(s): 5/22-23/ 2019

Video

All test exercises will be conducted using video technology. Some exercise content will be delivered electronically via video and audio, and candidate responses will be recorded using video cameras. Although test personnel will attempt to alert candidates, it may or may not be clear when the recorders are being started or stopped.

Keep in mind that all candidate actions will be documented anytime the recorders are activated, and not just when verbally responding in the exercises.

A test proctor will be starting and stopping the cameras and may remain in the test room to monitor the cameras during the exercise.

Computers

Candidates shall not access any unauthorized material located on their assigned computers. Doing so will result in disqualification for promotion and may also result in discipline up to and including termination. Candidates are also responsible for notifying the test administrator of any problems that occur with the computer equipment or programs.

Agreement

I understand that even though safeguards are in place, there is an inherent possibility that a technological malfunction may occur at any time during the administration of any exercise (e.g., power failure, software error, etc.). If a technological malfunction does occur, test personnel will review the situation to determine a fair course of action and ensure I have the appropriate amount of time to finish or replace my work. This agreement does not apply in cases of operator error (e.g., you turn off the computer; you fail to save your written document, etc.).

Name (PRINT): _____

Signature: _____

Date: 5/22/2019

EXAMINATION COMPONENTS

The selection process for 8312 Sheriff's Captain will consist of three components. The components and weights are:

- 1) Human Relations Exercise (Weight: 31%)
- 2) In-Basket Exercise (Weight: 40%)
- 3) Performance Exercise (Weight: 29%)

HUMAN RELATIONS EXERCISE [HRE]

What is the HRE?

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

What Knowledge Areas and Abilities Does the HRE Measure?

The HRE is 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
- Written communication

IN-BASKET EXERCISE [IBE]

What is the IBE?

The IBE is a job simulation designed to measure your ability to apply areas of knowledge required of a Sheriff's Captain in the completion of his or her duties. In the IBE, you will perform tasks that are typically handled by a Sheriff's Captain. The IBE will be comprised of job-related scenarios to which you must respond, based on fictitious information provided to you in the form of completed documents (e.g., round sheet, payroll report, inmate grievance form, etc.).

What Tasks, Knowledge Areas, and Abilities Does the IBE Measure?

The IBE will sample from tasks in the following task clusters: routine and emergency operations; management and supervision of personnel; advanced planning/projects; staff training; administrative documentation, reports and logs; internal and external oral/written communication.

The IBE 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 Captain. The job knowledge areas and abilities tested will be sampled from the following:

- Knowledge of City & County of San Francisco and Sheriff's Department administrative rules and regulations
- Knowledge of City & County of San Francisco MOUs and work rules
- Knowledge of appropriate laws, codes, and penal sections (e.g., penal code sections, Title 15, Title 24, Standards for Adult Detention Facilities, etc.)
- Knowledge of City & County of San Francisco and Sheriff's Department administrative policies and procedures
- Knowledge of appropriate departmental preliminary investigative policies and procedures
- Knowledge of subordinate and inmate disciplinary practices, policies and procedures
- Knowledge of procedures and requirements for completing memos, forms and reports
- Knowledge of management and supervisory techniques, policies and practices
- Knowledge of employee development and training resources, methods and practices
- Knowledge of performance standards and conduct and what constitutes a violation of rules and regulations, policies and procedures
- Knowledge of staffing guidelines (e.g. minimum staffing requirements, overtime approval, scheduling procedures, etc.)
- Knowledge of departmental resources to assist staff with personal problems and how to obtain those resources (e.g. EAP, peer support)
- Knowledge of current law enforcement tactics, strategies and methodology
- Knowledge of budgeting, accounting and business practices
- Knowledge of safety principles and procedures applicable to sworn staff, inmates and the general public
- Knowledge of the Sheriff's Department organizational structure and internal systems, including responsibilities of division, unit and facility personnel
- Knowledge of effective written communication (e.g., style, content, sentence structure, grammar, syntax. etc.)
- Knowledge of effective interpersonal communication skills as applied to both individuals and groups within a work setting
- Knowledge of the Sheriff's Department mission and goals
- Knowledge of structure, detail, process and continuity in planning for organizational development
- Knowledge of self-defense tactics, search methods, approved restraining methods, various types of weaponry and use of force techniques
- Knowledge of law enforcement equipment care and use (firearms, radio, etc.)
- Knowledge of security requirements for facilities
- Knowledge of the practice of inmate care, welfare and treatment
- Knowledge of jail, court and criminal justice system

- Ability to demonstrate commitment and professionalism to the job, mission and goals of the department and to the achievement of results
- Ability to analyze, isolate and identify problems and use a systematic, logical and creative approach to determine and recommend alternative courses of action
- Ability to seek out and determine pertinent information, render judgments based on the data at hand, analyze and solve problems with practical and timely solutions

- Ability to use a systematic and logical approach in solving problems
- Ability to demonstrate creativity in solving problems
- Ability to prioritize tasks for self and subordinates
- Ability to use good judgment and common sense in making decisions
- Ability to recognize issues, know when to take action and know what type of action is appropriate
- Ability to assume and accept responsibility for establishing procedures, implementing decisions and providing directions for the accomplishment of tasks and goals
- Ability and willingness to make a decision, take a stand and support decisions in the face of pressure or criticism
- Ability to recognize violations of departmental rules, regulations, policies and procedures
- Ability to initiate an investigation of incidents involving subordinates, staff, inmates, and/or the general public to document the incident
- Ability to detect deficiencies and problems in equipment and/or facilities under inspection
- Ability to take and/or recommend corrective actions based on findings of investigations and inspections
- Ability to establish an appropriate and efficient course of action for self and/or others to accomplish a goal
- Ability to anticipate problems and to be proactive rather than reactive
- Ability to demonstrate awareness of organizational goals and objectives
- Ability and willingness to enforce institutional rules and regulations with firmness, tact and impartiality
- Ability to plan for emergency situations and respond quickly and effectively
- Ability to follow up on actions and directions to ensure that expectations are being met within acceptable time frames
- Ability to represent self and others in a positive and professional manner
- Ability and willingness to accept responsibility for the work performance, behavior and actions of self and subordinates
- Ability to accurately use quantitative skills (e.g., addition, subtraction, multiplication, division, percentages, etc.)
- Ability to accurately recall names, numbers, processes and other information to carry out work responsibilities
- Ability to create a good first impression, command attention and respect, and instill self-confidence in others
- Ability to speak and write in a clear, concise, meaningful and effective manner so that others understand
- Ability to make effective verbal presentations to individuals and groups
- Ability to be persuasive and effective in getting his/her point of view across and explaining his/her actions
- Ability to speak in a professional manner using correct grammar, syntax and sentence structure
- Ability to create an organizational climate that is positive, reinforcing and supportive
- Ability to elicit and obtain information from others
- Ability to handle problems in a manner that shows awareness for the feelings of other people
- Ability to demonstrate a cooperative attitude and function as part of a team
- Ability to use correct/appropriate grammar, syntax, spelling, punctuation and sentence structure in written reports, memos and correspondence
- Ability to effectively organize and prepare written material on a variety of issues
- Ability to use effective written communication techniques (e.g., style, content, vocabulary, persuasiveness, etc.)
- Ability to summarize a set of facts or ideas about an event or situation and accurately communicate them orally and/or in writing
- Ability to accept responsibility for establishing procedures, implementing decisions and giving directions for the accomplishment of tasks and goals
- Ability to create an organizational climate which is positive, reinforcing and supportive
- Ability to establish and maintain positive, cooperative professional interpersonal relations with command staff, subordinates, co-workers, peers, civilians and members of the public

- Ability to think and act quickly, calmly and effectively in stressful/emergency situations
- Ability to separate personal feelings from the people and issues at hand
- Ability to set a positive example for others
- Ability to maintain an open and approachable manner
- Ability to complete tasks thoroughly and in a timely manner
- Ability to demonstrate flexibility, adapt to changing circumstances and be open to new situations
- Ability to research, organize, prioritize and address several competing and/or simultaneous demands
- Ability to develop short and long range plans and to administer rules, regulations, directives, policies and procedures
- Ability to initiate an investigation of incidents involving subordinates, staff, inmates and/or the general public
- Ability to maintain control of assignments, personnel and activities
- Ability to take initiative (i.e., actively influence events) at appropriate times and in a professional manner
- Ability to direct and motivate employees toward organizational goals through collaboration, cooperation and participation

HRE AND IBE EXAM ADMINISTRATION

What Should I Expect at the Test Site?

The Human Relations and In-Basket exercises will be administered on **Wednesday, May 22, 2019**, at the Department of Human Resources Testing Center, 1740 Cesar Chavez Street, San Francisco, CA, 94124.

You may dress in comfortable clothes; you will not be on camera for either of these test components.

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 test site.

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.

Possession of any electronic or battery-operated devices is 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 devices, including pagers, before taking the examination. There will be no exceptions to this rule. Candidates found with electronic 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 and writing utensils (pencils, pens, and 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.

You may wear a standard watch, but you may not use any watch which has an audible alarm or tone that could distract others. A proctor will provide updates regarding the time remaining during the test.

There will be no formal restroom breaks. Except when instructions are being given (or after the “ten minutes left” announcement is made), candidates may use the restroom at any time. However, no extra time will be given. Candidates are not allowed to discuss any aspect of the test during restroom breaks. The restrooms will be monitored.

No food or drinks (other than bottled water) will be allowed into the testing site.

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

What Will I be Asked to do in the HRE?

For the HRE, you will watch a series of video segments and choose the best course of action in a multiple-choice format. You will have 10 seconds to answer each question. Following the video component, you will answer questions contained in a test booklet using the same multiple-choice format. When time is up, all documents for the HRE will be collected.

What Will I be Asked to do in the IBE?

For the IBE, you will receive a Scenario Booklet that provides background information for each in-basket item, a Documents Envelope which contains all of the documents related to the scenarios, and a packet of reference materials. For each scenario, you will be asked to answer questions and/or perform tasks specific to that scenario.

Notepaper will be provided for your use during the IBE. You may use your notepaper to prepare your responses, but your notepaper will not be read or evaluated. You will be required to turn in all documents, including your notepaper, at the end of the exam.

You will provide your answers in two (2) different formats for the IBE:

1) For one of the scenarios, the IBE Writing Exercise, you will provide your answer in **WRITING** on a computer, using Microsoft Word 2010. You will read the scenario, and based on the documents in the packet, respond in writing to the scenario. Although you will have notepaper upon which to make notes, your answer to this scenario must be provided in the Word 2010 document in order to be rated.

2) For all other IBE scenarios, your answers will be **SPOKEN** aloud to a video camera. Although you may refer to your notes and test materials, your answers must be spoken aloud to the video camera in order to be rated. You will have 30 minutes to respond aloud to all scenarios except the Writing Exercise.

You will have two (2) hours to complete the Writing Exercise and prepare for your verbal response to the other scenarios. Again, you must complete your preparation and the Writing Exercise within the allotted two (2) hours.

As you work on the IBE, remember the following:

- Be sure to carefully read and follow the instructions in the examination packet.
- Although each IBE scenario is independent of the others, you may refer to any of the documents in the Documents Envelope in formulating your answers.
- You may refer to, and write on, the reference materials at any time during the IBE.
- Remember to pace yourself, as you must complete the entire IBE, **including the Writing Exercise**, within the allotted preparation time.

How Should I Prepare for the IBE?

To prepare for the IBE, you should familiarize yourself with the following:

1. **Reading Materials.** Copies of relevant references from the Suggested Reading Materials will be provided to you on the day of the test. You should be familiar with the materials so that you can quickly locate information that you need in order to address the items in the IBE. Do not bring any reading materials or writing utensils to the test site, as everything you need to take the examination will be provided to you.
2. **A Word About Video-recorded Exercises.** The video camera will only record your ID# and your voice for this exercise; the camera will not be directed at you. You should focus on the content of your response.
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 topic. Then, place a video camera in the room, make your presentation and then play the recording for feedback. For the IBE you will be evaluated on communications skills including clarity, volume, and being concise, but you will not be evaluated on non-verbal skills for this exercise.
4. **Sample Test Materials.** The sample instructions and sample Scenario Booklet below are similar to what you will receive on the day of the test. The sample answer below is only an example. The answers that you provide in the examination will be in your own words and should be detailed and comprehensive, but not repetitive.

Sample IBE Instructions

Examination Materials

You should have the following test materials:

- An envelope containing:
 - Instructions
 - Scenario Booklet
 - Writing Exercise Packet
 - Documents Packet
- Sheets of notepaper
- A packet of References
- 2 pens, 2 pencils, 1 highlighter

It is your responsibility to verify that you have all of the materials. If at any time you believe that you are missing materials, or if you require additional notepaper and/or writing instruments, raise your hand and a proctor will assist you.

Exercise Administration

You are Captain Chris Candidate. You must use the name Captain Chris Candidate, not your own name, in your responses. For the purpose of the exam, today's date is Monday, May 22, 2019.

Your task is to respond to each of the scenarios presented in the Scenario Booklet. Carefully read each scenario and formulate your response using the documents provided. Be sure to answer all of the questions and/or perform all tasks for each scenario presented in the Scenario Booklet.

You have been provided with note paper, which you may use to take notes and/or draft your responses to the questions if you so choose. However, all of your final responses for the Writing Exercise must be provided in the Word 2010 document, and all responses for the remaining IBE scenarios must be spoken aloud to the video camera. Notepaper will not be reviewed or evaluated and is for your use only, but must be turned in with your exam materials. You may refer to the reference materials provided at any time during the exam. You may make notes and/or highlight in the reference materials.

You will have two (2) hours to prepare for the IBE and to complete the IBE Writing Exercise. Once the examination period begins, candidates will only be allowed to use the restroom one at a time. Remember that if you choose to use the restroom, you will be using your test time.

When you are finished with the examination, you will place all materials into the test envelope. Do not seal or close the clasp on the envelope. To maintain test security, you must turn in all examination materials.

If you finish your preparation and Writing Exercise before time is called, you may raise your hand and a proctor will escort you to a test room to record your spoken responses to the other IBE scenarios. When you finish recording your responses to the IBE scenarios or when the 30-minute time period has expired, open your door to alert a proctor. Do not stop the video camera. Do not leave the test room until you are released by a proctor.

Sample Scenario Booklet

Sample Scenario

You are a Captain at CJ-Z. You have arrived to work at 0600 hours. You are reviewing paperwork in your in-box [including a watch sheet and an Approved Time Off Calendar], and checking your voice mail and e-mail messages. You have found out the following:

Deputy Tom has not shown up for the day shift, and he has left a voice mail stating that he has car trouble. The Training Unit Supervisor, Sergeant Lee, has e-mailed you stating that Deputy Tom has not shown up for training.

Questions/Tasks to be completed:

- A) Describe the steps you would take to handle this situation, and state your reasoning.
- B) Identify any issues/problems arising from this situation.
- C) Provide examples of actions or statements that you should not do or say, and state your reasoning.
- D) Indicate the priority/importance, using the following descriptions:
 - This item must be addressed **immediately**;
 - This item must be addressed **within the hour**;
 - This item must be addressed **within the day**;
 - This item can be addressed **within the week**.

You must state the reasons why you prioritized this scenario as described.

Sample Answer

To address the absence of Deputy Tom, I would speak to the Lieutenant and determine if the supervisor has attempted to contact Deputy Tom. If contact has been made with the Deputy, I would find out any information regarding the Deputy's current whereabouts. I would also ask the lieutenant whether there was a staff member to cover for Deputy Tom. All of this would be accomplished within the hour.

I reviewed the Approved Time Off Calendar and the watch sheet, and determined that the Approved Time Off Calendar does not match with Deputy Tom's schedule on the Watch Sheet, and that Deputy Tom was not scheduled for training. This was accomplished within the hour.

To follow-up, I would respond to Sergeant Lee's email to inform him that the records do not indicate that Deputy Tom was scheduled for training. I would instruct the supervisors to speak with Deputy Tom to clarify attendance protocol. I would also instruct the Lieutenant and Sergeant(s) to review the records and processes to determine the cause of the scheduling discrepancy and get back to me within five business days with a plan to ensure that it does not occur in the future. This was accomplished by the end of watch.

How is Performance on the IBE Evaluated?

A rating committee comprised of subject matter experts from outside the SFSD will be trained on the scoring key by exam experts. Your responses to this exercise will be evaluated independently by the rating committee. All ratings will be anonymous. After completing independent ratings, the raters will confer to produce a final rating of your responses.

PRESENTATION EXERCISE [PE]

What is the PE?

The PE is a job simulation designed to measure your ability to apply the knowledge and abilities that a Sheriff's Captain needs to competently perform duties of the job. The exercise will involve a meeting with live role players and then a briefing to your command staff regarding a job-related fictitious scenario. The meetings will be video recorded. You will be playing the role of a Sheriff's Captain. You will be provided with materials regarding the scenario, and you will have 10 minutes in "your office" to prepare for the first meeting. The role players will then be escorted into your office. You will have 10 minutes to meet with the role players in front of the camera. After that meeting, you will have 5 minutes to prepare for the briefing to Command Staff. You will then have 10 minutes to complete your briefing to Command Staff. The briefing to Command Staff will be recorded via video camera.

A proctor will be in the room to operate the camera, read aloud your ID number and provide general instructions. However, the proctor will not answer substantive questions or interact with you during the recorded portion of the test.

What Tasks, Knowledge Areas and Abilities Does the PE Measure?

The PE will sample from tasks from the following task clusters: routine and emergency operations; management and supervision of personnel; advanced planning/projects; staff training; administrative documentation, reports and logs; internal and external oral communication.

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 Captain. The job knowledge areas and abilities tested will be sampled from the following:

- Knowledge of City & County of San Francisco and Sheriff's Department administrative rules and regulations
- Knowledge of City & County of San Francisco MOUs and work rules
- Knowledge of appropriate laws, codes, and penal sections (e.g., penal code sections, Title 15, Title 24, Standards for Adult Detention Facilities, etc.)
- Knowledge of City & County of San Francisco and Sheriff's Department administrative policies and procedures

- Knowledge of subordinate and inmate disciplinary practices, policies and procedures
 - Knowledge of management and supervisory techniques, policies and practices
 - Knowledge of employee development and training resources, methods and practices
 - Knowledge of staffing guidelines (e.g. minimum staffing requirements, overtime approval, scheduling procedures, etc.)
 - Knowledge of current law enforcement tactics, strategies and methodology
 - Knowledge of budgeting, accounting and business practices
 - Knowledge of safety principles and procedures applicable to sworn staff, inmates and the general public
 - Knowledge of the Sheriff's Department organizational structure and internal systems, including responsibilities of division, unit and facility personnel
 - Knowledge of effective interpersonal communication skills as applied to both individuals and groups within a work setting
 - Knowledge of effective oral communication techniques (e.g., active listening, eye contact, body language, etc.)
 - Knowledge of the Sheriff's Department mission and goals
 - Knowledge of structure, detail, process and continuity in planning for organizational development
 - Knowledge of law enforcement equipment care and use (firearms, radio, etc.)
 - Knowledge of security requirements for facilities
 - Knowledge of the practice of inmate care, welfare and treatment
 - Knowledge of jail, court and criminal justice system
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- Ability to demonstrate commitment and professionalism to the job, mission and goals of the department and to the achievement of results
 - Ability to analyze, isolate and identify problems and use a systematic, logical and creative approach to determine and recommend alternative courses of action
 - Ability to seek out and determine pertinent information, render judgments based on the data at hand, analyze and solve problems with practical and timely solutions
 - Ability to use a systematic and logical approach in solving problems
 - Ability to demonstrate creativity in solving problems
 - Ability to prioritize tasks for self and subordinates
 - Ability to use good judgment and common sense in making decisions
 - Ability to recognize issues, know when to take action and know what type of action is appropriate.
 - Ability to assume and accept responsibility for establishing procedures, implementing decisions and providing directions for the accomplishment of tasks and goals
 - Ability and willingness to make a decision, take a stand and support decisions in the face of pressure or criticism
 - Ability to take and/or recommend corrective actions based on findings of investigations and inspections
 - Ability to establish an appropriate and efficient course of action for self and/or others to accomplish a goal
 - Ability to anticipate problems and to be proactive rather than reactive
 - Ability to demonstrate awareness of organizational goals and objectives
 - Ability and willingness to enforce institutional rules and regulations with firmness, tact and impartiality
 - Ability to plan for emergency situations and respond quickly and effectively
 - Ability to follow up on actions and directions to ensure that expectations are being met within acceptable time frames
 - Ability to represent self and others in a positive and professional manner
 - Ability to accurately recall names, numbers, processes and other information to carry out work responsibilities
 - Ability to create a good first impression, command attention and respect, and instill self-confidence in others
 - Ability to speak in a clear, concise, meaningful and effective manner so that others understand
 - Ability to make effective verbal presentations to individuals and groups

- Ability to be persuasive and effective in getting his/her point of view across and explaining his/her actions
- Ability to speak in a professional manner using correct grammar, syntax and sentence structure
- Ability to use effective and appropriate oral communication techniques (e.g., active listening, eye contact, body language, etc.)
- Ability to create an organizational climate that is positive, reinforcing and supportive
- Ability to elicit and obtain information from others
- Ability to handle problems in a manner that shows awareness for the feelings of other people
- Ability to demonstrate a cooperative attitude and function as part of a team
- Ability to summarize a set of facts or ideas about an event or situation and accurately communicate them orally and/or in writing
- Ability to accept responsibility for establishing procedures, implementing decisions and giving directions for the accomplishment of tasks and goals
- Ability to create an organizational climate which is positive, reinforcing and supportive
- Ability to establish and maintain positive, cooperative professional interpersonal relations with command staff, subordinates, co-workers, peers, civilians and members of the public
- Ability to think and act quickly, calmly and effectively in stressful/emergency situations
- Ability to separate personal feelings from the people and issues at hand
- Ability to set a positive example for others
- Ability to maintain an open and approachable manner
- Ability to demonstrate flexibility, adapt to changing circumstances and be open to new situations
- Ability to develop short and long range plans and to administer rules, regulations, directives, policies and procedures
- Ability to take initiative (i.e., actively influence events) at appropriate times and in a professional manner

What Should I Expect at the Test Site?

The PE will be held on **Thursday, May 23, 2019**, at the Department of Human Resources Testing Center, 1740 Cesar Chavez Street, San Francisco, CA, 94124.

You will be on camera for this exercise. Please dress in civilian business attire. Do not wear any insignia or other indication of rank or organization affiliation.

You are not allowed to park in the lot at the Testing Center. We urge you to consider public transit or have someone drop you at the test 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 devices is 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 devices, including pagers, before taking the examination. There will be no exceptions to this rule. Candidates found with electronic 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 testing 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. There will be a digital timer placed in front of you to time the various parts of the test component.

You will be given the opportunity to use the restroom before you register. After that, there will be no restroom breaks until you have finished your briefing to Command Staff, and are released by the room proctor.

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.

How Should I Prepare for the PE?

To prepare for the PE, you should familiarize yourself with the following:

1. **Reference Materials.** Copies of relevant references from the Suggested Reading Materials will be provided to you on the day of the test. You should be familiar with the materials so that you can quickly locate information that you may need in order to address the items in the PE. Do not bring any reading materials to the test site, as everything you need for the examination will be provided to you on the day of the exam.
2. **Sample Test Instructions.** The sample instructions below are similar to instructions that you will receive at the time of the test. You should review these instructions to gain a general understanding of what you will be asked to do and the type of information that you will encounter during the exercise.
3. **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. You should focus on the content of your response, and demonstrating your communication abilities.
4. **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 topic. Then, place a video camera in front of you or work with other candidates as role players, make your presentation and then play the recording for feedback. Since you will be evaluated for communication skills, this may be helpful in adjusting your mannerisms, eye contact, volume of voice, or other aspects of communication. Keep the target audience in mind when making your presentation.

Sample Instructions

In this exercise, you are to assume the role of Captain Candidate. Your task in this exercise is to address the issues contained in the Background Information. You may make notes, if you so choose, during the preparation period. You may refer to your notes and any of the materials and references at any time during the exercise. However, your notes will not be read or evaluated, and are for your use only. Only your video-recorded presentations will be rated by the evaluators.

A proctor will escort you to your “office where you will prepare for a meeting with two members of the community, meet with the two community members [a proctor will admit the community members to your office], prepare for a briefing to Command Staff, and then deliver the briefing to Command Staff. After your briefing, a proctor will verify the recording, collect all materials and release you.

Steps to the Exercise:

- 1) Preparation Period - You will read the instructions, review the materials provided and prepare for the first meeting. Time Limit: 15 minutes
- 2) 1st meeting – You will make your first presentation to “members of the community.” Time Limit: 10 minutes
- 3) Preparation Period – You will prepare for your next meeting. Time Limit: 10 minutes

4) 2nd meeting – You will make your briefing to “command staff.” Time Limit: 5 minutes

Examination Materials

In addition to these instructions, you should have the following test materials:

- Background information
- Reference materials
- 2 double-sided pages of lined notepaper
- 2 pens, 2 pencils, 1 highlighter

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.

Questions

If you have any questions regarding the content of this Preparation Guide, please send an e-mail to dh-publicsafety@sfgov.org by 1700 hours on 4/30/2019. To ensure fairness to all candidates, 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 change your e-mail address after filing your application, be sure to log in to JobAps and update your information. If you have problems updating your information online, contact the Public Safety Team at dh-publicsafety@sfgov.org.

Thank you for participating, and best wishes on the exam.