

HUNTSVILLE, AL POLICE DEPARTMENT

STUDY GUIDE FOR THE WRITTEN EXAMINATION FOR PROMOTION TO LIEUTENANT



Prepared by



In conjunction with the Huntsville Police Department

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Please read this study guide thoroughly as it contains important information which could potentially affect your performance on the written examination.

INTRODUCTION

This guide is designed to help you obtain your maximum potential score on the Huntsville Police Lieutenant Written Promotional Examination. Using this guide is not a guarantee that you will qualify on the test or be promoted; however, careful preparation through the use of this guide can help you obtain your best possible score on the test.

The goal of the Huntsville Police Department is to promote the most qualified people available from the existing pool of candidates. One measure of "qualified" is the extent of knowledge an individual has with regard to certain critical topic areas, such as written directives. A written test is one of the best ways to measure this knowledge.

A written test is developed according to rigorous government guidelines to ensure that it is fair. Development always begins with a thorough analysis of the job designed to identify the critical components of the position. In this case, the focus was on identifying critical areas of knowledge necessary for the job. Next, test items are written by trained, experienced item writers to adequately measure these critical knowledge areas.

The remainder of this guide provides some test-taking guidelines as well as examples of the types of questions that will be on the exam. We want you to do your best when you take the promotional exam, so it will be to your advantage to thoroughly familiarize yourself with this material.

PREPARING FOR THE TEST

You will increase your chances of obtaining your best possible score if you spend a fair amount of time preparing for the test. This includes finding out as much as possible about the test ahead of time, paying proper attention to your physical well-being before the test, taking care to avoid becoming overly anxious about the test, and using a good test-taking strategy. Preparation in these areas can help you achieve your best possible score on the test.

Some Guidance on How Much to Study

Stanard & Associates periodically collects data regarding candidates' study habits. For the most part, we have found that candidates who do not read the source material, uniformly **fail** the examination. Therefore, at a minimum, you should read all source materials once if serious about passing the examination. As a general rule, it takes approximately 1 hour to read 20-40 pages of textbook material and approximately 1 hour to read 15-25 pages of technical material (i.e., criminal or traffic code). Additional time should be built in to actually study the material. Remember back to college or high school - reading the material is not necessarily the same as studying the material. Taking notes on the material and/or highlighting important passages/facts should

increase your reading time by about 25-50%. Finally, when you study the material after reading all sources, this might add on another 20-30 hours to your preparation time.

Although one may feel this preparation time is excessive, it is very mild when compared to other fields. For example, trade workers (carpenters, electricians, sheet-metal workers, plumbers, etc.) usually prepare and attend schools for five years in order to reach journeyman status; individuals in business usually must obtain an M.B.A. (2 years full-time or 3-5 part-time) to advance in corporate settings; professional licensing exams for nurses, brokers & social workers require hundreds of hours of preparation. Taken in this light, 50 hours of preparation may not be as cumbersome as one might think.

We recommend to start studying as early as possible (i.e., as soon as the material is released). For example, if there were 1,000 pages of material to cover, you might need to spend approximately 2 hours a day reading and studying the material for one month before the exam in order to cover all the source material.

Some Guidance on How to Study

Every person has their own way in which they learn best. Some candidates may have taken a number of exams in the past and have a proven study approach that is successful for them. For others, it may have been some time since they have taken an exam and do not have a readily available process to learn new material. Presented below is an organized approach to learning textbook material called SQ3R. Research has shown that people who have used this study system have been able to read with greater comprehension and remember more over a period of time. Keep in mind, this is just one of many different approaches to learning new material. If you do not have a method to study that you trust, the SQ3R approach may be an approach you will want to adopt to prepare for the exam.

SQ3R Learning Approach

The five steps of this system are:

1. Survey
2. Question
3. Read
4. Recite
5. Review

The first step is the **SURVEY** step. This is the process in which you get a quick overview of the material that will be covered in the article or chapter. Take a few minutes to look over the material prior to reading it so that you know what the author intends to cover.

Step two is the **QUESTION** step. Here you take the important terms and subheadings in the text and turn them into questions. You may want to record these questions in a notebook. This is called making advance organizers and it gives you a purpose to help keep your mind on what you are doing.

Step three is **READ**. Now you read the chapter in order to find the answers to your questions. Write these answers on the notebook next to the question. As you do this you are creating a study guide for the chapter which will make your review easier.

The fourth step is **RECITE**. This is a step in which you say to yourself, out loud, what it is you have just read. Try and use your own words to reiterate the main points of the reading. The more of your senses that you use while studying, the more likely you are to remember the material.

Step five is **REVIEW**. Take the study guide that you have developed for the chapter and look over it whenever possible. Don't wait until the last minute. The review can be done in small chunks of time. Engaging in short periods of intensive concentration is a very efficient study method.

If you apply this formula--*Survey, Question, Read, Recite, Review*--to your reading materials that require concentration and learning, you will greatly increase your learning efficiency. The key to this and other study systems is repetition and comprehension monitoring. This method requires you to review the material several times and to determine, through the use of your study guide, what you do and do not understand prior to moving on. These processes will aid in your retention of the material.

Some tips on remembering what you read:

- **Associate** - Relate ideas to each other. An effective method is to associate new material with material you already have stored in your head.
- **Visualize** - Try to see pictures in your mind as you read. Imagine the concepts or ideas interacting with one another.
- **Concentrate** - Have an explicit purpose when you study. Set some specific, attainable goals for each of your study sessions such as the amount of material you want to cover or the depth of understanding you want to achieve.
- **Repeat** - Keep telling yourself important points and associate details to reiterate these points.

Some additional study tips:

- Start studying early (e.g., as soon as the material is released)
- Study difficult (or technical) subjects first
- Avoid scheduling marathon study sessions (e.g., 3-4 hours) without giving yourself "mental breaks" (approximately 15 minutes)
- Be aware of your best time of day to study and retain material
- Use waiting or "down" time to study
- Choose a place to study that minimizes visual and auditory distractions
- Don't get too comfortable - sit (or even stand) so that you can remain awake and attentive
- Find a better place when productivity falls off

By following a rigorous study schedule, you will give yourself the best opportunity to succeed on the examination. In testing thousands of promotional candidates a year,

the biggest complaint we hear is, "I wish I would have prepared more." Do not allow yourself to fall into this trap.

Content of the Test

The areas of test measurement and the percentage of questions pertaining to each area are provided in Appendix B. You should have access to all the source materials, as test questions will be written directly from these materials. Please contact your Human Resources representative regarding methods of obtaining the source material. **Do not assume you already know the test content; you MUST STUDY these materials in order to pass the exam.** Again, the questions and answers are taken from the study materials and you must base your answers on the content of these materials. If you think you are missing any of these materials, it is your responsibility to obtain them immediately.

Format of the Test

The promotional examination will consist of approximately 100 items. NO reference material will be allowed when taking the test. Questions have only one correct answer unless otherwise indicated (i.e., select the best answer from the following or choice A and B are correct, etc.). In other words, you will always mark only one answer on your scannable answer form.

Test-Taking Guidelines

Types of Questions

Most of the questions on the test have either a multiple-choice (approximately 90%) or true-false (approximately 5-10%) answer format. With multiple-choice questions you will have to choose the correct answer from several alternatives. While it is helpful to know the answer formats used for the test questions, it is extremely important to know the content areas from which the questions are drawn. You can do this by becoming thoroughly familiar with the areas of measurement as listed in Appendix B and reviewing the sample questions in Appendix A of this guide. The more you know about the test, the content areas and the types of answer formats, the better your chances for obtaining your maximum potential score.

Guessing

There is no penalty or points deducted for guessing on the test, since your score is simply the total number of correct answers divided by the number of test items. This means you should respond to every question, even when you are not certain of the correct answer. When you are uncertain, your answer should be your best guess, and you should then move on to the next question.

Time Limit

There is a two hour time limit on the test; however, most people should be able to finish within one and a half hours. You will need to balance the amount of time you spend on each question with your total test-taking time, so you do not get fatigued. If you find you

are spending too much time on a question, you should guess and move on. Answer every question. Do not leave any questions unanswered.

Answer Sheet

You will answer all test questions on a separate, computer-scannable answer sheet with a #2 pencil. The answer circles will appear on your answer sheet labeled A, B, C, and D. Additionally, the first circle for each item contains a "T", which stands for "True" and the second circle contains an "F", which stands for "False." Depending on whether you are answering a multiple-choice or true/false question, you will blacken the circle that corresponds to the answer you think is correct.

Be sure that you blacken only one circle for each question. If you blacken more than one circle, it will be counted as incorrect, even if one of the answers is correct. Also, be sure that you are putting your answer in the right spot. For example, if you are answering question 9, be sure your answer is for number 9 on your answer sheet. If you put your answer in the wrong space on the answer sheet, it may be incorrect.

Mental and Physical Well-Being

Anxiety is often caused by fear of the unknown. Careful preparation to familiarize yourself with this guide and with what to expect when the test is administered should help alleviate this. Obviously, studying and knowing the source materials will also help reduce anxiety. Anxiety can prevent you from obtaining your maximum potential score on the test, but careful preparation should help reduce your test-taking anxiety.

It is important to pay proper attention to preparing yourself physically for the day of the test. This means you should make sure that you eat properly for at least several days before the test. Avoid junk food and concentrate on a well-balanced diet.

Avoid tranquilizers and excessive amounts of stimulants, especially on the day of the test. Tranquilizers may help to relieve some of your anxiety, but on the day of the test the anxiety is preferable to the numbing effects of tranquilizers. Likewise, excessive amounts of stimulants should be avoided. You may think that lots of black coffee or other types of stimulants will make you extra sharp, when actually such stimulants can make you so overly alert that you can become "hyped-up" and possibly misinterpret the test questions.

It is also extremely important that you get adequate rest before the test. This may seem obvious, but it is one of the most neglected aspects of test preparation.

Finally, do not drink a lot of liquids or eat a big meal before a test. Both may seriously affect your concentration and prevent you from obtaining your maximum potential score on the test.

TAKING THE TEST

This section of the guide provides some common sense advice for the day you take the test. Although these points may seem obvious, paying attention to such details will increase your probability of obtaining your maximum potential score.

Arrive early for the test - at least 15-30 minutes before the scheduled starting time. There may be a formal check-in at the testing facility. When you enter the test room, a test administrator staff will direct you to a randomly assigned seat. Settle into the seat and put your things away. Try to relax, but concentrate on the test you are about to take. Put outside distractions out of your mind. Give the test you are about to take your complete attention.

Use the restroom facilities prior to the start of the examination. If you leave the test room for any reason, you will do so one at a time. Before the exam begins, take out your driver's license as you may be required to show this to the test examiner.

The test administrator will provide you with complete and detailed instructions for the test you are taking. Be sure that you pay close attention to what this person has to say. Study your answer sheet as the test administrator gives directions for using it. Do not read ahead because you may miss something very important. If you do not hear or do not understand the directions, ask the test administrator to repeat them. It is extremely important that you completely understand the directions before the test begins.

When taking the test, you should balance the amount of time you spend on each question; that is, pace yourself. You should devote enough time to work through the question, but you should not spend too much time on any one question that is giving you a difficult time. When this occurs, make your best guess and move on to the next question. You can always go back and check it later.

All test questions will have either a multiple-choice or true-false answer format. Multiple-choice questions are followed by several answers, only one of which is correct. Choose the answer you feel is correct and indicate your choice on the answer sheet. It is important that you read the question, as well as all possible answer choices, all the way through. Reading all the answer choices will help you logically eliminate incorrect answers and arrive at the one that is correct. As soon as you identify the correct answer, you should mark it on your answer sheet and move on to the next question. With true-false questions, answer circle A will always be true and answer circle B, false. As stated above, answer circle A contains a "T" for "True" and answer-circle B contains an "F" for "False." Fill-in-the-blank questions require you to write in the correct answer on another answer sheet or in the test booklet.

Appendix A

Sample Test Questions

The following items represent the types of questions that will be on the test. In the examples, the source of the item is identified and the correct answer is marked with an asterisk.

Sample 1

According to the Written Directives Manual, a request for holiday leave must be

- A. made by the employee using HPD Number 302.1, F1 form
- B. made at least 24 hours in advance of the proposed beginning date of leave, except for emergency or unforeseen circumstances
- C. submitted by the employee to the employee's immediate supervisor
- * D. All the above

Sample 2

According to *Operational Mid-Level Management for Police*, a manager who assigns a task to a subordinate is exercising

- A. competence
- * B. authority
- C. strength
- D. power

Appendix B

Huntsville, AL Police Promotional Examination to Lieutenant Knowledge Areas, Source Materials, and Weighted Percentages

<i>Source</i>	<i>Percent of Test*</i>
1. Huntsville Police Written Directives as of 10/10/2016	40%
2. City of Huntsville Personnel Policies and Procedures Manual	15%
3. Title 13A Criminal Code	5%
4. Title 15 Criminal Procedure	5%
5. Title 32 Motor Vehicles & Traffic Code	5%
6. <i>Operational Mid-Level Management for Police (4th ed.)</i> by John L. Coleman ISBN-13: 978-0398087104 ISBN-10: 0398087105	30%

For purchase at: www.ccthomas.com or www.amazon.com
For discounted rental at: www.chegg.com

* These percentages are approximations. The actual percentages may change slightly once question development begins by Stanard & Associates. For the Lieutenant promotional exam, you are required to read all of the material in each of the above sources.

Recommended Reading List Breakdown

Huntsville Police Department Written Directives

Number	Name
101.12	Firearms
101.13	Use of Force
101.13.1	Less-Lethal Extended Range Impact Devices
101.14	Domestic Violence/Dispute
102.2	Concurrent Jurisdiction
202.1	Vertical Staff Meetings
202.3	Direction
203.1	Meal Breaks
203.8	Communicable Diseases
203.26	Mobile Data Access
302.1	Leave Time
302.3	Legal Representation of Employees in Law Suits
302.11	Physical Fitness
307.1	Police Officer Selection Process
309.2	Promotional Processes for Sworn Personnel
310.1	Awards and Commendations
401.1	Use of Police Canines
401.4	Child Restraint Devices
401.5	Pursuit Driving and Emergency Roadblocks
401.7	Bomb Threats
401.9	Community Oriented Police Patrol Program
401.20	Missing Persons
401.23	Mental Illness
403.1	Misdemeanor Marijuana Cases
406.1	Command Post Procedures

Directives Continued on Next Page

Number	Name
406.5	Hostage Situations and Barricaded Subjects
406.8	Tactical Information Forms
406.12	Incident Command System
502.1	Internal Investigations
504.2	Public Information
504.7	Release of Records to the Public
505.2	Line-of-Duty Deaths
602.8	Traffic Enforcement
603.4	Traffic Accident Investigation
606.4	Vehicle Impoundment Procedures
701.1	Prisoner Transportation
704.3	Arrest Warrants
803.1	Evidence Collection and Preservation
803.3	Digital Camera Issuance and Usage

City of Huntsville Personnel Policies and Procedures Manual

Section #	Name
6	Probationary Period for New Employees
9	Promotion, Demotion, Transfer
10	Working Hours, Attendance, and Leave
13	Conduct and Disciplinary Policy
14	Grievance Policy and Procedure
18	Drug and Alcohol Policies
19	Employee Assistance Program

Operational Mid-Level Management for Police, 4th Ed.
By Major John L. Coleman

Chapter	Title
1	Introduction
2	Obtaining Followership (Leadership)
3	Analytical Skills
4	Leadership Standards and Standardization (Fundamental Aspect of Management)
5	Decision Making
6	Job Performance Controls
7	Mid-Level Management of Functional-Level Personnel
9	Goal-Oriented Job Leadership
10	Performance Initiative
11	The Dynamics of a Secondary Leader's Role in the Organization
12	Communication
13	Developing a Leadership Vision That Enhances a Mid-Level Police Manager's Effectiveness
14	Developing a Manpower Usage Strategy by a Mid-Level Police Manager
15	Strategy Projection (Planning and Organization)
16	Subordinates' Appraisal Process
17	Overall Performance Effectiveness (Application of Dimensional Trait Characteristics)

Alabama Code

<http://alisondb.legislature.state.al.us/acas/ACASLoginIE.asp>

Title	Name
13A	Criminal Code: Chapters 6, 7, 8, and 11 ONLY Ch 6: Offenses Involving Danger to the Person Ch 7: Offenses Involving Damage to and Intrusion Upon Property Ch 8: Offenses Involving Theft Ch 11: Offenses Against Public Order and Safety
15	Criminal Procedure: Chapters 5, 10 and 23 ONLY Ch 5: Searches and Seizures Ch 10: Arrests Ch 23: Alabama Crime Victims
32	Motor Vehicles and Traffic: Chapter 5A ONLY Ch 5A: Rules of the Road