

Law Enforcement Tests

Donnoe & Associates' 2010 Written Test Catalog

Welcome to our **Law Enforcement Written Test Catalog**. We have a total of 15 Law Enforcement test titles, plus 3 for Corrections job titles. Titles are listed below, followed by complete test outlines.

Law Enforcement Written Tests

Entry Peace Officer

Senior Officer / Lateral Entry

Senior Officer / Field Training Officer

Senior Officer / Corporal

Senior Officer / Detective

Police Sergeant

Police Lieutenant

Police Services, Non-Sworn

Police Clerk

Community Services Officer

Parking Enforcement Officer

Police Dispatcher

911 Dispatcher

Emergency Communications Center
Supervisor

Supervising Public Safety Dispatcher

Crime Scene Investigator

Corrections Written Tests

Correctional Officer

Correctional Cook

Correctional Sergeant

Build-A-TestSM From our Law Enforcement Test Library or our Test Competencies List

From our extensive test item bank, we can *Build-A-Test* for specific job classifications. Agencies can select from the list of references and/or competencies at the end of this catalog. We can also write new questions to address specific competencies, knowledge or skills based on job analysis information.

We maintain and continually update a complete test item bank for law enforcement, with all items referenced to current books and training materials.

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Test Validity

Professional and regulatory guidelines for personnel selection examinations include the Uniform Guidelines on Employee Selection Procedures and the Principles for Validation and Use of Personnel Selection Procedures. These guidelines require that personnel selection exams be validated by what is known as criterion or content validation strategies. Criterion validation is a demonstration that scores on the test are correlated directly with job performance or training academy performance. Content validity focuses on the relationship between the content of the test and the content of the job. Further, validity (criterion and content) considers both exam administration and exam outcome factors.

Donnoe & Associates' written test for Entry Peace Officer (L-201) is designed to predict training academy performance. We have statistical criterion related validity evidence to support this test. Validity reports are available upon request.

Most of our exam products including Stock Written Tests, *Build-A-Test* and Custom Written Tests, as well as oral exams, performance exams and assessment centers involve measurement of job knowledge or ability. These types of tests are best supported by content validity. For these tests we work closely with you, our client, to ensure that the content of the test is based on the job (job analysis, consultation on test assembly, and exam review by your subject matter experts). We provide test administration guidance including proctoring directions, and we offer scoring services as well as consultation on test score interpretation and passing scores, all at no additional fee. These steps, ensure that the examinations provided to your agency are valid and will be administered in a fair and consistent manner.

It is also important to note that a valid exam plan will go beyond a written test, and will normally include other elements, such as an oral exam, a performance test or an assessment center. This also includes not placing too much emphasis (exam weights) on measurement of abilities and knowledge through a written test; here we typically recommend that a written test be weighted less than half of the overall exam plan. We would be pleased to assist your agency with exam planning or to provide consultation on how to best use our tests.

Entry Peace Officer L-201

We have five alternate forms for the **Entry Peace Officer** test: **L-201-A through L-201-E**, These five test forms are based on a common test item bank. The test outline is shown below.

Entry Peace Officer L-201

Items	Description
	<i>PART 1 - LANGUAGE SKILLS</i>
20	Reading Comprehension
40	Writing Skills
	<i>PART 2 - PROBLEM SOLVING SKILLS</i>
20	Reasoning Ability
20	Accuracy With Names & Numbers

The time limit for this test is 1 hour and 40 minutes. There is no pre-test study guide. Test administration is very straightforward, and does not include assessment of candidate's listening skills (i.e., the proctor does not have read-aloud components).

This test is designed to assist agencies to select candidates for entry to a police academy. For those agencies that require candidates to have a training certificate before testing (e.g., POST Certification), see our Senior Officer / Lateral Entry test (L-223).

Donnoe & Associates, Inc.'s Entry Peace Officer examination design was based a thorough job analysis completed by California Peace Officer Standards and Training, and development of written test questions from work samples and materials from actual academy classes. Next, criterion validity evidence was collected, based on testing of three groups of cadets entering a police academy, then following these classes through to graduation. Here, our test was administered to over 180 cadets, correlated with their performance in all measurements through the academy, and then correlated with their corresponding test performance on the California Peace Officer Standards and Training (POST) examinations. Strong evidence of validity was established for measures of academy success. Finally, our test was compared to the California POST peace officers entry test for this same group of 180 cadets. Here, our test is highly correlated with the POST test in all regards.

As most agencies are aware, there is a tendency for candidates to "agency hop" and take entry peace officer exams whenever they are offered. Because of this we have developed alternate forms of this test, and we closely monitor where this test is used, then avoid having neighboring agencies use the same version of the test. This assists in maintaining exam security, and reducing the possibility that an individual candidate would be advantaged, or disadvantaged by the process.

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Senior Officer / Lateral Entry L-231 L-331

Senior Officer / Field Training Officer L-232 L-332

Senior Officer / Corporal L-233 L-333

Senior Officer / Detective L-234 L-334

We have four different Senior Officer tests available: Lateral Entry, Field Training Officer, Corporal and Detective. Further, each test is available in two versions, with alternate LEGAL KNOWLEDGE references. Each of these tests includes 100 items and has a 2 hour time limit. Outlines for each of these is shown below.

Senior Officer / Lateral Entry Form L-231

Items	Description
30	POP - PROBLEM ORIENTED POLICING. Based on: USDOJ POP Guides
30	REASONING & PROBLEM SOLVING. From D&A Item Bank
40	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>

Senior Officer / Lateral Entry Form L-331

Items	Description
30	POP - PROBLEM ORIENTED POLICING. Based on: USDOJ POP Guides
30	REASONING & PROBLEM SOLVING. From D&A Item Bank
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification.</u> Rutledge, D., J.D. LawTech Custom Publishing (2010).

Senior Officer / Field Training Officer Form L-232

Items	Description
30	POP - PROBLEM ORIENTED POLICING. Based on: USDOJ POP Guides
30	PRINCIPLES OF TRAINING AND EVALUATION. From D&A Item Bank
40	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>

Senior Officer / Field Training Officer Form L-332

Items	Description
30	POP - PROBLEM ORIENTED POLICING. Based on: USDOJ POP Guides
30	PRINCIPLES OF TRAINING AND EVALUATION. From D&A Item Bank
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification.</u> Rutledge, D., J.D. LawTech Custom Publishing (2010).

Items referred to as: D&A Item Bank are drawn from Donnoe & Associates' Test Item Banks (competencies), as described in our *Build-A-Test*SM Catalog.

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**Senior Officer / Corporal
Form L-233**

Items	Description
30	POP - PROBLEM ORIENTED POLICING. Based on: USDOJ POP Guides
30	PRINCIPLES OF LEADERSHIP AND SUPERVISION. From D&A Item Bank
40	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>

**Senior Officer / Detective
Form L-234**

Items	Description
60	PRINCIPLES OF INVESTIGATIONS. Based on: 1) <u>Criminal Investigation</u> . Bennett, W.W. & Hess, 8 th Edition (2007), and 2) <u>Criminal Interrogation and Confessions</u> . Inbau, F.E., Reid, J.E., Buckley, J.P., Jayne. B.C. 4 th Edition (2001)
40	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>

**Senior Officer / Corporal
Form L-333**

Items	Description
30	POP - PROBLEM ORIENTED POLICING. Based on: USDOJ POP Guides
30	PRINCIPLES OF LEADERSHIP AND SUPERVISION. From D&A Item Bank
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification</u> . Rutledge, D., J.D. LawTech Custom Publishing (2010).

**Senior Officer / Detective
Form L-334**

Items	Description
60	PRINCIPLES OF INVESTIGATIONS. Based on: 1) <u>Criminal Investigation</u> . Bennett, W.W. & Hess, 8 th Edition (2007), and 2) <u>Criminal Interrogation and Confessions</u> . Inbau, F.E., Reid, J.E., Buckley, J.P., Jayne. B.C. 4 th Edition (2001)
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification</u> . Rutledge, D., J.D. LawTech Custom Publishing (2010).

Police Sergeant L-261 L-361 L-262 L-363

Our **Police Sergeant** test includes forms L-261 and L-262; each with different references for POLICE SUPERVISION. Next, forms L-361 and 362 have alternate LEGAL KNOWLEDGE references – for a total of four version of the Police Sergeant written test. Test outlines are shown below.

Police Sergeant Form L-261

Items	Description
50	POLICE SUPERVISION. Based on: 1) <u>Supervision of Police Personnel</u> . Iannone, N., 7 th Edition (2009), and 2) <u>Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act</u> . California Public Employee Relations, 13 th Edition (2009)
50	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>

Police Sergeant Form L-262

Items	Description
50	POLICE SUPERVISION. Based on: 1) <u>Supervising Police Personnel: The Fifteen Responsibilities</u> . Whisenand, P. M. & Rush, G. E., 6 th Edition (2007), and 2) <u>Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act</u> . California Public Employee Relations, 13 th Edition (2009)
50	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>

Police Sergeant Form L-361

Items	Description
40	POLICE SUPERVISION. Based on: <u>Supervision of Police Personnel</u> . Iannone, N., 7 th Edition (2009)
20	POP – PROBLEM ORIENTED POLICING Based on: USDOJ POP Guides
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification</u> . Rutledge, D., J.D. LawTech Custom Publishing (2010).

Police Sergeant Form L-362

Items	Description
40	POLICE SUPERVISION. Based on: <u>Supervising Police Personnel: The Fifteen Responsibilities</u> . Whisenand, P. M. & Rush, G. E., 6 th Edition (2007)
20	POP – PROBLEM ORIENTED POLICING Based on: USDOJ POP Guides
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification</u> . Rutledge, D., J.D. LawTech Custom Publishing (2010).

Police Lieutenant L-371 L-372

Our **Police Lieutenant** written test includes two alternate forms, with different LEGAL KNOWLEDGE references. These tests have legal questions, supervisory questions, and program management questions, with 100 items and a time limit of 2 hours. The test outlines are shown below.

Police Lieutenant L-371		Police Lieutenant L-372	
Items	Description	Items	Description
70	POLICE MANAGEMENT & SUPERVISION. Based on: Based on: 1) <u>Proactive Police Management</u> . E.A. Thibault, L.M. Lynch and R.B. McBride. Prentice Hall, Inc. 7 th Edition (2007), and 2) <u>The Managing of Police Organizations</u> . Whisenand, P.M. & Ferguson, R. Fred, 6 th Edition, (2005).	70	POLICE MANAGEMENT & SUPERVISION. Based on: Based on: 1) <u>Proactive Police Management</u> . E.A. Thibault, L.M. Lynch and R.B. McBride. Prentice Hall, Inc. 7 th Edition (2007), and 2) <u>The Managing of Police Organizations</u> . Whisenand, P.M. & Ferguson, R. Fred, 6 th Edition, (2005).
10	<u>NIMS: National Incident Management System, Principles and Practices</u> . Walsh, D. W., Christen, H. T., Miller, G. T., Christian, E. C., Cilluffo, F.J., Maniscalco, P.M.. Jones and Bartlett Publishers (2005).	10	<u>NIMS: National Incident Management System, Principles and Practices</u> . Walsh, D. W., Christen, H. T., Miller, G. T., Christian, E. C., Cilluffo, F.J., Maniscalco, P.M.. Jones and Bartlett Publishers (2005).
20	LEGAL KNOWLEDGE. Based on: <u>California Peace Officer Legal Sourcebook</u>	20	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification</u> . Rutledge, D., J.D. LawTech Custom Publishing (2010).

Police Services, Non-Sworn

Police Clerk L-211

Community Services Officer L-212

Parking Enforcement Officer L-213

The **Police Clerk**, **Community Services Officer** and **Parking Enforcement Officer** are all similar, yet each is unique and designed to reflect the requirements of these three positions. Test outlines are shown below. All questions in this series are from the D&A item bank. Each test has 100 items and a time limit of 1 hour and 40 minutes.

Police Clerk Form L-211

Items	Description
30	LANGUAGE SKILLS Reading Comprehension, Spelling, Vocabulary, Grammar
30	PEOPLE SKILLS
40	OFFICE SKILLS MS Word, MS Excel, Filing

Community Services Officer Form L-212

Items	Description
40	LANGUAGE SKILLS Reading Comprehension, Spelling, Vocabulary, Grammar
30	REASONING AND PROBLEM SOLVING Inductive and Deductive Reasoning, Name & Number Accuracy
30	PEOPLE SKILLS

Parking Enforcement Officer L-213

Items	Description
30	LANGUAGE SKILLS Reading Comprehension, Spelling, Vocabulary, Grammar
30	REASONING AND PROBLEM SOLVING Inductive and Deductive Reasoning, Name & Number Accuracy
30	PEOPLE SKILLS
10	MAP READING

Police Services, Non-Sworn

Police Dispatcher L-214

911 Dispatcher D-212

Emergency Communications Supervisor D-261

Supervising Public Safety Dispatcher D-262

We have a total of 4 Dispatcher test titles, including **Police Dispatcher**, **911 Dispatcher**, **Emergency Communications Center Supervisor**, and **Supervising Public Safety Dispatcher**. Outlines are shown below.

Police Dispatcher Form L-214

Test Booklet 1 – Time limit: 1 hour 30 minutes

Items	Description
25	Reasoning and Problem Solving
15	Name and Number Matching
25	Deductive and Inductive Reasoning
10	Map Reading and Interpretation

Test Booklet 2 – Time limit: 7 minutes

Items	Description
40	Reactive Learning Test

911 Dispatcher Form D-212

100 items; 2 hour time limit

Items	Description
20	Fire Dispatching Problems
25	Police Dispatching Problems
15	Dispatch Prioritization Problems
15	Name & Number Matching
25	Customer Service

Emergency Communications Center Supervisor Form D-261

Test Booklet 1 – Time limit: 1 hour 30 minutes

Items	Description
50	Principles of Management and Supervision
10	Work Scheduling
20	Office Math and Basic Budgeting
20	Office Systems

Supervising Public Safety Dispatcher Form D-262

100 items; 2 hour time limit

Items	Description
15	Problem Solving
17	Teamwork and Customer Service
68	Principles of Supervision and Leadership

Police Services, Non-Sworn

Crime Scene Investigator L-221

Our **Crime Scene Investigator** test is designed for trained technicians, serving in a non-sworn capacity for law enforcement agencies. This test includes 100 questions and has a 2 hour time limit. The test outline is shown below.

Crime Scene Investigator

Form L-221

Items	Description
50	TECHNICAL KNOWLEDGE. Based on: 1) <u>Techniques of Crime Scene Investigation</u> . Fisher, B. A. J., CRC Press, 7 th Edition, 2004, and 2) <u>Criminal Investigation</u> . Bennett, W.W. & Hess, K. M. Wadsworth Publishing Company, 9 th Edition (2010).
50	LANGUAGE SKILLS AND PROBLEM SOLVING ABILITY. Including 1) Reading Comprehension, 2) Name and Number Matching, and 3) Deductive and Inductive Reasoning

Corrections, Sworn Positions

Correctional Officer L-206

Correctional Sergeant L-362

Our **Correctional Officer** written test is an alternate form of our Entry Peace Officer written test (L-201, Entry Peace Officer), and is supported with the same type of validity evidence. Our **Correctional Sergeant** written test includes legal questions and a section on team leadership.

Correctional Officer L-206

Items	Description
40	LANGUAGE SKILLS Reading Comprehension and Writing Skills
20	PART 2 - TEAMWORK AND INTERPERSONAL RELATIONS
40	PROBLEM SOLVING SKILLS Reasoning Ability, and Accuracy With Names & Numbers

The time limit for this test is 1 hour and 40 minutes.

Correctional Sergeant L-363

Items	Description
40	LEGAL KNOWLEDGE. Based on: <u>Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification</u> . Rutledge, D., J.D. LawTech Custom Publishing (2010).
60	PRINCIPLES OF TEAM LEADERSHIP AND SUPERVISION. Based on D&A item bank

The time limit for this test is 2 hours.

Corrections, Non-Sworn

Correctional Cook L-226

The **Correctional Cook** test is a straight-forward measure of institutional cooking knowledge. The reading level of the test items is relatively low, and is commensurate with the requirements of the job. All 100 test items are food and cooking related; there are no test items that relate to working in a correctional environment.

Correctional Cook L-226

Items	Description
20	Food Handling and Storage
40	Food Preparation
30	Sanitation and Safety in the Kitchen
10	Measurements in the Kitchen

The time limit for this test is 2 hours.

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Build-A-Test based on Donnoe & Associates' Law Enforcement Test Library and our Competencies Test Library

From our extensive test item bank, we can *Build-A-Test*SM for specific job classifications or to match agency reading lists for a recruitment. Select from the references shown below or from the list of competencies that follows these references. Additionally, we will develop at *no additional fee to the agency*, new questions from general references that are of value to us, and our other clients. These new questions can then be assembled into a test together with selected materials from our test item bank.

As new publications become available we cross reference existing items to the new reference, and/or retire existing items, then construct a new test pool.

Donnoe & Associates' test item bank contains over 8,000 individual test items. Following is an outline of our test item bank, by content area / competency. This is presented in two groups: 1) Referenced Items (3,800 Fire Service test items; 1,700 Law Enforcement test items), and 2) Aptitude / Ability Test Segments (2,500 test items available).

Our current test item bank / library includes the following:

REFERENCE-BASED TEST ITEMS

Description of Test Content / Reference

Law Enforcement References

California Peace Officers Legal Sourcebook

California Vehicle Code

Challenging the Law Enforcement Organization. Enter, Ph.D., J.E. Narrow Road Press (2006)

Colorado Peace Officer's Statutory Source Book

Community Policing and Problem Solving, *Strategies and Practices*, Peak, K.G. and Glensor, R.W., Prentice Hall, Third Edition. (2002)

Community Policing and Problem Solving, *Strategies and Practices*, Peak, K.G. and Glensor, R.W., Prentice Hall, Third Edition. (2002)

Community Policing: A Contemporary Perspective. Trojanowicz, R. Kappeler, V., & Gaines, L. Anderson Publishing Company, 3rd Edition (2002)

Community Policing: How to Get Started. Trojanowicz, R. & Bucqueroux, B. Anderson Publishing Company, 1st Edition (1994)

Contemporary Policing: Controversies, Challenges, and Solutions: An Anthology. Thurman, Q., Zhao, J. Roxbury Publishing Co. (2004)

Criminal Code of Oregon

Crime Scene Evidence. Byrd, Mike. Staggs Publishing, (2001)

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REFERENCE-BASED TEST ITEMS

Description of Test Content / Reference

- Criminal Interrogation and Confessions. Inbau, F.E., Reid, J.E., Buckley, J.P., Jayne. B.C. Jones and Bartlett Publishers, 4th Edition (2004)
- Criminal Investigation. Bennett, W.W. & Hess, K. M. Wadsworth Publishing Company, 9th Edition (2010)
- Critical Issues in Policing: Contemporary Readings. Dunham, R. and Alpert, G. (Eds.), Waveland Press, 3rd Edition (1997)
- Effective Police Supervision. More, H., Wegener, W., and Miller L. Anderson Publishing Company, 5th Edition (2007)
- Fixing Broken Windows. Kelling, G. L. & Coles, C. M. Simon & Schuster Publishing, (1996)
- Games Criminals Play, Allen, B. & Bosta, D., Rae John Publishers, 29th Printing, January 2008
- Investigative Constitutional Law - Principles for Searches, Seizures, Interrogation and Identification. Rutledge, D., J.D. LawTech Custom Publishing (2010)
- Local Government Police Management. ICMA, 3rd Edition (1991)
- Management and Supervision in Law Enforcement. Bennett, W.W. & Hess, K.M., 4th Edition (2004)
- Management and Supervision of Law Enforcement Personnel. Schroeder, D. J., Lomabardo, F., & Strollo, J. J.B.L. Publications, Inc. 3rd Edition (2004)
- Organizational Behavior and Management in Law Enforcement, More, Harry W., Wegener, W. Fred, Vito, Gennaro F., Walsh, William F., 2nd Edition (2006)
- Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act. California Public Employee Relations, 13th Edition (2009)
- This book can be purchased from the following web site:*
<http://cper.berkeley.edu/pocketguide/guide6.html>
- Police Ethics: The Corruption of Noble Cause. Caldero, M.A., Crank, J.P., Anderson Publishing, 2nd Edition (2004)
- Police Leadership, Haberfeld, M.R., Prentice Hall, (2006)
- Police Supervision and Management In an Era of Community Policing. Peak, K.J., Gaines, L.K. & Glensor, R.W. PEARSON Prentice Hall, 2nd Edition (2004)
- Proactive Police Management. E. A. Thibault, L. M. Lynch and McBride, R. B. Prentice Hall, Inc. 7th Edition (2007)
- Problem Oriented Policing. Goldstein, H. McGraw Hill, (1990)
- Supervising Police Personnel: The Fifteen Responsibilities. Whisenand, P. M. & Rush, G. E., Regents/Prentice Hall, 7th Edition (2007)
- Supervision of Police Personnel. Iannone, N., Iannone, M. Bernstein, J. Prentice-Hall, Inc., 7th Edition (2009)
- State of Washington Domestic Violence and Protective Court Orders
- Techniques of Crime Scene Investigation. Fisher, B. A. J., CRC Press, 7th Edition, 2004

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REFERENCE-BASED TEST ITEMS

Description of Test Content / Reference

The Crime Fighter: How You Can Make Your Community Crime Free, Maple, Jack with Mitchell, Chris, Broadway Books (1999)

The Managing of Police Organizations. Whisenand, P.M. & Ferguson, R. Fred, 6th Edition, (2005)

Washington Criminal Code

USDOJ Problem Oriented Guides for Police Series. (go to: www.cops.usdoj.gov/ and www.cops.usdoj.gov/default.asp?Item=248):)

Assessing Responses to Problems

Guide to Reducing Crime Through Partnerships

Using Analysis for Problem Solving and Special POP Applications

Acquaintance Rape of College Students

Assaults in and Around Bars

Bullying in Schools

Burglary of Retail Establishments

Burglary of Single Family Homes

Clandestine Drug Labs

Disorder at Budget Motels

Disorderly Youth in Public Places

Drug Dealing in Apartments

False Burglar Alarms

Graffiti - Identity Theft

Loud Car Stereos

Misuse and Abuse of 911

Panhandling

Rave Parties

Researching a Problem

Robbery at ATM's

Shoplifting

Speeding in Residential Areas

Street Prostitution

Thefts of and From Cars in Parking Facilities

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REFERENCE-BASED TEST ITEMS

Description of Test Content / Reference

Video Surveillance of Public Areas

General Management and Supervision References

Contrarian's Guide to Leadership, The. Sample, S.B. Jossey-Bass (2002)

Effective Supervisory Practices. ICMA, 4th Edition (2005)

The Ethics Challenge in Public Service - A Problem Solving Guide. Lewis, Carol W., Gilman, Stuart C. 2nd Edition (2005)

Good to Great. Collins, J. Harper Collins Publishers (2001)

Igniting the Leader Within: The Leadership Legacy of Ben Franklin, Father of the American Fire Service, 1st Edition, by Staley, Michael F., PennWell Publishing, (1998)

Leading Change. Kotter, J. P. Harvard Business School Press. (1996)

The Leadership Challenge. Kouzes, J.M, Posner, B.Z. 4th Edition (2007)

Leadership on the Line. Heifetz, R.A., Linsky, M. Harvard Business School Press (2002).

Leadership without Easy Answers. Heifetz, R.A. The Belknap Press of Harvard University Press (1994)

Managing Human Resources: Productivity, Quality of Work Life, Profits. Cascio, Wayne F. Irwin McGraw-Hill 5th Edition (1998)

NIMS: National Incident Management System, Principles and Practices, Walsh, D. W., Christen, H. T., Miller, G. T., Christian, E. C., Cilluffo, F.J., Maniscalco, P.M.. Jones and Bartlett Publishers (2005)

National Incident Management System (NIMS), An Introduction IS-700. Self-Study Guide, FEMA (2004)

National Incident Management System (NIMS), U.S. Department of Homeland Security (2008).

This document is available for download at no charge by going to:

http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf

The Responsible Administrator. Cooper, T.L. Jossey-Bass, 5th Edition (2006)

Stewardship. Block, P. Berrett-Koehler Publishers, Inc. First Edition. (1996)

What Every Manager Should Know About Training, 2nd Edition, by Mager, R.F., CEP Press, (1999)

Test Content / Competency Areas

APTITUDE / ABILITY TEST ITEM SEGMENTS

Description of Test Content / Competency Measured by Test Segment

Interpersonal Skills and Workplace Communication

- Interpersonal Skills – Communication in the Workplace
- Interpersonal Skills – Customer Service
- Interpersonal Skills – Diversity in the Workplace
- Interpersonal Skills – Public Contact and Communication
- Interpersonal Skills – Teamwork

Language Skills and Reading Comprehension

- Language Skills – Editing for Errors
- Language Skills – Grammar
- Language Skills – Punctuation
- Language Skills – Sentence Ordering
- Language Skills – Spelling, General
- Language Skills – Spelling, Legal
- Language Skills – Vocabulary
- Language Skills – Vocabulary, Legal
- Reading Comprehension – General
- Reading Comprehension – Maintenance and Trades
- Reading Comprehension – Public Safety

Leadership and Supervision

- Leadership and Supervision
- Progressive Discipline
- Project Management
- Supervisory Communication
- Training
- Work Scheduling

Math Skills and Numerical Problem Solving

- Analyst and Management Math Skills
- Firefighter Math
- General Office and Business Math

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APTITUDE / ABILITY TEST ITEM SEGMENTS

Description of Test Content / Competency Measured by Test Segment

Police and Corrections Math

Statistics

Mechanical and Trades

Automotive Mechanics

Building Maintenance and Custodial Practices

Code Checking

Mechanical Maintenance

Parks and Grounds Maintenance

Roads Maintenance

Safety Practices and Personal Protective Equipment

Tool Use and Tool Identification

Problem Solving

Bus Scheduling

Deductive and Inductive Reasoning

Determining Eligibility for Services

Event Planning

Entry Peace Officer

Fire Dispatcher

Inventory Control

Map Reading

Mechanical Aptitude

Military Time Conversion

Police Dispatcher

Policy Analysis

Reactive Learning

Professional and Administrative Services

Bookkeeping Accounting and Financial Management, Principles of

Dewey Decimal System, Classification of Library Materials with the

Office Systems – Filing

Interview Techniques

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APTITUDE / ABILITY TEST ITEM SEGMENTS

Description of Test Content / Competency Measured by Test Segment

Office Systems – MS Excel Spreadsheet Skills / MS Word Skills

Office Systems – Name and Number Matching

Organizational Behavior and Development

Personnel Policy Interpretation / Personnel Management Knowledge

Principles of Safe Operation of a Commercial Motor Vehicle

Miscellaneous Item Banks, Not Otherwise Categorized as Above

Institutional Food Preparation, Cooking, Sanitation, and Safety

Principles of Chemistry and Laboratory Methods