



## DEPARTMENT OF HUMAN RESOURCES

### **Study Guide** Supervisory Law Enforcement Series–Airport

- The Supervisory Law Enforcement Series–Airport exam is required for the following classifications: Airport Police/ARFF Lieutenant and Airport Police/ARFF Sergeant.
- This booklet contains **SAMPLE QUESTIONS ONLY**. Studying this booklet will not necessarily improve your exam score.

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## **PURPOSE AND CONTENT OF THIS STUDY GUIDE**

This guide was developed to help you prepare to take the written examination for Supervisory Law Enforcement Series – Airport which includes Airport Police/ARFF Sergeant and Airport Police/ARFF Lieutenant. It contains general test-taking advice and also provides specific information related to the exam content. This information includes the subject areas covered by the exam, the kinds of questions to expect, strategies for approaching the questions, and sample questions. Though this information cannot guarantee a higher examination score, it can give you direction for your examination preparation that will assist you in doing your best. \*ARFF = *Aircraft Rescue and Firefighting*

## **PREPARING TO TAKE THE EXAMINATION**

### **Before the Day of the Exam**

- Review this guide to get familiar with the content of the exam. Knowing about the topics and kinds of questions that will be in the exam will ensure that you will not be surprised by the content of the exam or the manner in which it is presented. This can improve your ability to demonstrate your job potential.
- Make sure that you know where the exam will be administered and all of the relevant details, such as where to park, where to report for the exam, and what identification is required.

### **On the Day of the Exam**

- Make sure that you are well rested and have eaten. These things will help your concentration during the exam.
- Plan your day to allow plenty of time to get yourself prepared and get to the exam site. Allow enough time to cope with weather, traffic, parking, etc. Hurrying creates anxiety, so do not put yourself in the position of having to hurry.
- Listen carefully to all instructions from the examination administrator. Make sure that you understand the instructions and carry them out correctly. Ask questions at the proper time before the exam begins if you are unsure of any aspect of what you should do during the exam.

## GENERAL EXAM TAKING TIPS

- Use your time carefully. The time limit should provide you with more than enough time if you move through the exam steadily and do not spend too much time on any one question.
- Read the questions and answer choices carefully. Read all of the answer choices before you select an answer.
- If you come to a question that is especially difficult, skip that question and come back to it later if you have time.
- Answer every question. Scores are based on the number of correct answers. You will receive no credit if you leave an answer space blank. It is to your advantage to use your best judgment to make a choice among the answer choices provided.

## THE SUPERVISORY LAW ENFORCEMENT SERIES- AIRPORT WRITTEN EXAMINATION

The written examination for Supervisory Law Enforcement Series - Airport is based on a job study that identified the most important knowledge, skills, and abilities required to perform the job successfully. These areas include:

- your knowledge of effective approaches for interacting with others.
- your knowledge of correct grammar, punctuation, and word usage for preparing written documents.
- your knowledge of concepts and techniques associated with effective supervision of others.
- your skill in problem solving including interpreting, processing, and evaluating information.
- your knowledge of technical concepts and terminology relevant to law enforcement work performed at the airport.

All of the exam questions are presented in a multiple-choice format. Each question is identified by a question number that is followed by a question statement. Unless indicated otherwise, there are between two and four answer choices following the question statement. You should read all of the answer choices and then choose the best answer. **Each question has only one correct answer.**

## SECTION 1: COMMUNICATION SKILLS

This examination section contains thirty (30) questions designed to assess both your knowledge of effective interpersonal communication techniques and written communication skills. For the interpersonal communications questions, you will be presented with a situation and asked to select the most effective response, given the circumstances. For this type of question, it is important to remember to view the question from the perspective of how a government agency would want its employees to respond to its customers given the circumstances presented.

For the written communication skills questions, you will select words or phrases to complete sentences in the most accurate and effective manner possible. A recommended approach for doing your best on this type of question is to review basic grammar and punctuation rules prior to taking the exam. Then, when taking the examination, sound each sentence out mentally to be certain that you are actually reading every word as it is presented. Sometimes, our eyes may see something that is incorrect, but our brain interprets it as what it expects to see, rather than what is actually there.

Examples of the types of questions in this examination section are shown below. Each question is followed by a brief explanation of the correct answer.

1. If a person with whom you must interact is angry and speaking with a raised voice, you will be most likely to communicate successfully if the volume of your voice:
  - A. matches the level of the other person.
  - B. is noticeably louder than that of the other person.
  - C. is somewhat lower than that of the other person.

**Answer:** The correct answer to sample question #1 is response choice "C". How you respond to a person who is angry can have an impact on their behavior. If you also raise your voice, as indicated in response choices "A" and "B", the person may interpret the raised voice as argumentative or threatening. As a result, their own anger may increase and their ability to listen may lessen. However, if you keep your voice at a lower, appropriate level, the situation will be less likely to escalate, therefore, improving the likelihood of effective communication.

2. You are speaking with someone for whom English is a second language and who appears to be having some difficulty with comprehension. The message that you are attempting to communicate is most likely to be understood if you do which of the following?
  - A. Briefly pause between sentences.
  - B. Speak at your normal volume and pace.
  - C. Stand closer than normal to the person.
  - D. Maintain direct eye contact and avoid gestures.

**Answer:** The correct answer to sample question #2 is response choice "A". Those who are not native English speakers sometimes must mentally translate English words to those of their native language in order to fully comprehend the information. As a result, they may need a bit more time to process what has been said. A brief pause between sentences will allow for such time without disrupting the flow of the interaction. Answer choice "B" basically describes doing nothing, which will not improve understanding. Answer choice "C", standing closer than normal, will not assist in communication and may violate cultural norms of personal space. And answer choice "D" could reduce understanding, since gestures can be effective non-verbal aids to understanding.

3. Which of the following is a key component of effective and active listening?
  - A. Maintaining a neutral or passive demeanor.
  - B. Making comments about your own relevant experiences.
  - C. Asking the speaker to pause while you consider certain points.
  - D. Reserving evaluation or judgement until the speaker has finished.

**Answer:** The correct answer to sample question #3 is response choice "D". The most effective listening occurs when you are completely focused on what the speaker is saying. To focus your attention, you should refrain from distracting thought processes such as making judgements about what the speaker is saying or thinking about how you will respond. Response choice "A" is incorrect because showing interest is also an important element of listening. Response choices "B" and "C" are incorrect because they both involve disrupting the speaker to address your own thoughts.

**Instructions:** Assume that you must review a draft report about an incident. below. Review the selection from the report shown below and then respond to the questions that follow by indicating which words or phrases best fit in the numbered spaces.

Several attempts \_\_\_\_\_ **1** \_\_\_\_\_ made to gain access to the property. All of the attempts, including the most \_\_\_\_\_ **2** \_\_\_\_\_ one, \_\_\_\_\_ **3** \_\_\_\_\_ made during standard business hours. The property owner had indicated that \_\_\_\_\_ **4** \_\_\_\_\_ would be an employee onsite to provide access during these hours. To ensure effective use of staff \_\_\_\_\_ **5** \_\_\_\_\_ more attempts will be made without first confirming the property \_\_\_\_\_ **6** \_\_\_\_\_ availability.

4. Which of the following is most appropriate to place in the space numbered "1"?
- A. are
  - B. are being
  - C. has been
  - D. have been

**Answer:** The correct answer to sample question #4 is response choice "D". The correct verb form to accompany the plural word "attempts" in a situation that has already occurred is "have been". The other response choices are grammatically incorrect and not in the past tense indicated by the rest of the content.

5. Which of the following is most appropriate to place in the space numbered "2"?
- A. latest
  - B. timely
  - C. recent
  - D. immediate

**Answer:** The correct answer to sample question #5 is response choice "C". Based on the context in which the word is used in the sentence and the specific meaning of each of the response choices, the word "recent" is the best choice for communicating clear and accurate meaning.

6. Which of the following is most appropriate to place in the space numbered "3"?
- A. is
  - B. was
  - C. are
  - D. were

**Answer:** The correct answer to sample question #6 is response choice "D". The correct verb form to accompany the subject "All" is "were". It helps to read the subject and verb together in your mind to determine which is correct. Thus, in this case, the sentence would be "All were". Though the verb "are" may fit with the subject "all" in some instances, it is not correct in this case because the context of the sentence indicates that the attempts were made in the past.

7. Which of the following is most appropriate to place in the space numbered "4"?
- A. their
  - B. there
  - C. they're

**Answer:** The correct answer to sample question #7 is response choice "B". Though the response choice words sound the same, they have different meanings. The word "there" is most appropriate given the context of the sentence since it references a position or place. The word "their" is a possessive pronoun and the word "they're" is a contraction for "they are", both of which are inappropriate given the intended meaning conveyed by the rest of the sentence.

8. Which of the following is most appropriate to place in the space numbered "5"?
- A. resources no
  - B. resources, no
  - C. resources; no
  - D. resources. No

**Answer:** The correct answer to sample question #8 is response choice “B”. The sentence begins with the prepositional phrase "To ensure effective use of staff" and whatever follows should be separated from this phrase by a comma. This avoids creating a run-on sentence.

9. Which of the following is most appropriate to place in the space numbered "6"?
- A. owners
  - B. owners'
  - C. owner's

**Answer:** The correct answer to sample question #9 is response choice “C”. The previous use of "owner" indicates a single owner. Since the sentence refers to the availability of one owner, the missing word must be a singular possessive adjective, which "C" is. Response choice "A" is plural and is not possessive. Response choice "B" is a plural possessive and would be correct only if there were multiple owners.

## **SECTION 2: SUPERVISORY CONCEPTS**

This part of the exam contains twenty (20) questions that assess your knowledge of basic concepts related to the supervision of others. Supervisory responsibilities often include planning and scheduling work tasks, overseeing and reviewing work, ensuring that policies and procedures are followed, providing feedback and direction, resolving problems, and guiding others towards the accomplishment of goals. This requires knowledge of supervisory methods and principles related to leadership, delegation of work, motivation, training and coaching, evaluating and modifying performance, team building, and the basic requirements for ensuring that the work environment is safe and operating in accordance with legal requirements. Information on supervisory responsibilities, methods, and principles can be found in textbooks and online resources that address the topic of employee supervision. When answering questions in this area, it is helpful to ensure that you answer from the supervisory perspective of how an effective supervisor would respond, given their responsibilities.

Examples of the types of questions in this examination section are shown below. Each question is followed by a brief explanation of the correct answer.



10. Effective supervision of today's workforce requires that a supervisor most frequently assume which of the following roles?
- A. Friend.
  - B. Enforcer.
  - C. Facilitator.
  - D. Collaborator.

**Answer:** The correct answer to sample question #10 is response choice "C". It is generally accepted that the primary focus of supervision is to oversee and guide others in the accomplishment of work goals. Behaviors associated with facilitation are most likely to further such efforts because they involve activities that support employees, for example, providing education, resources, and guidance. While certain situations may require a supervisor to assume other roles, such situations are usually temporary or isolated. In contrast, the role of facilitator is appropriate most of the time.

11. When a supervisor plans to use reinforcement as a means to motivate an employee, it is most important that such reinforcement be:
- A. specific and corrective.
  - B. concrete and measurable.
  - C. continuous and consistent.
  - D. pronounced and incremental.

**Answer:** The correct answer to sample question #11 is response choice "C". Reinforcement is a tool used to reward and, hence, reinforce desirable outcomes. To have a lasting effect in changing behavior, such reinforcement should be frequent and consistent to create the connection between the behavior and the outcome. While certain situations such as correcting deficient behavior or setting work standards may require characteristics described by the other response choices, the qualities indicated in response choice "C" contribute the most to effective use of reinforcement.

12. Which of the following is one of the most common mistakes that new supervisors make with regard to managing their work and time?
- A. Not delegating enough.
  - B. Over planning their time.
  - C. Not attending to urgent matters.
  - D. Deferring action on more involved items.

**Answer:** The correct answer to sample question #12 is response choice “A”. The change in role from employee to supervisor is often accompanied by a learning curve of new responsibilities and a desire to make sure that everything is done well. As a result, new supervisors commonly have a tendency to do too much of the work themselves and not realize that their new role involves the use and development of employees in accomplishing work tasks.

13. At what age do job applicants and employees begin to be protected from age discrimination in employment by Federal legislation?
- A. 40.
  - B. 45.
  - C. 50.
  - D. 55.

**Answer:** The correct answer to sample question #13 is response choice “A”. The Federal Age Discrimination in Employment Act (ADEA) prohibits employment discrimination on the basis of age and specifies that individuals are protected by the Act at age 40. It is important to understand the purpose and main requirements of key employment legislation. In addition to the ADEA, you should also understand the basic protections provided by the Civil Rights Act of 1964 and the Americans with Disabilities Act.

### **SECTION 3: PROBLEM-SOLVING SKILLS**

This part of the exam contains twenty (20) questions that assess your knowledge of effective approaches for interpreting, organizing, and analyzing information. This includes knowledge of problem-solving methods and techniques, skill in reading and understanding written materials such as policies and procedures, and skill in interpreting numerical information and performing basic arithmetic computations.

An effective approach for preparing for these types of questions is to review literature on basic models of planning and problem-solving. By doing this, you will find that there are some basic steps or methods that are common to many approaches, such as defining the problem, gathering information, evaluating alternatives, etc.

A good strategy to use for questions that involve reading passages is to read through the entire passage, then read each of the questions, and finally refer back to the passage as you answer each question. When reading each question, determine what information the question is specifically looking for by giving careful consideration to each of the words used to convey meaning. Does the question ask about a cause or effect? Does it ask you to identify the correct method or sequence for performing tasks?

It is important that you select your answer based solely upon the information provided. The exam questions are designed to assess your ability to correctly interpret what is provided, not to assess your knowledge of the subject area addressed by the reading passage.

Finally, you should practice some of the skills required to obtain and evaluate information such as interpreting and manipulating numerical information.

Examples of the types of questions in this exam section are shown below. Each question is followed by a brief explanation of the correct answer.

14. Officers will be most likely to accept a procedural change if they are provided with which of the following?
- A. A grace period to adapt to the change.
  - B. Knowledge of who initiated the change.
  - C. All pertinent details prior to the change taking effect.
  - D. Significant advance notice that the change will occur.

**Answer:** The correct answer to sample question #14 is response choice "C". In many instances, solving a problem requires some kind of change to take place. Therefore, understanding how to facilitate change is an important part of implementing solutions to problems. Literature on leadership and problem-solving indicates that communication that gives those affected by a change the opportunity to understand important details greatly enhances acceptance of change. Depending upon the nature of a change, pertinent details may include what will occur, when it will take place, and how Officers will be expected to respond. Therefore, response choice "C" is the correct answer to the question.

15. An Officer has responded to a disorderly conduct call involving a manager and patron at a restaurant. The Officer will be most likely to de-escalate the situation by:
- A. isolating the participants from onlookers.
  - B. interacting with the calmest participant first.
  - C. addressing the patron as the instigator of the incident.
  - D. using a louder and more commanding voice than the participants.

**Answer:** The correct answer to sample question #15 is response choice "A". An important aspect of problem solving is assessing situations and then making decisions that will improve them. In the situation described, there is a dispute between two individuals. The presence of onlookers creates an audience. This can increase the likelihood that the individuals will experience emotions, such as embarrassment, the need to feel in control, or the need to "save face". Removing the individuals from this situation is the option that is most likely to minimize emotions, have a calming effect, and, therefore, de-escalate the situation.

16. You are responsible for reviewing incident reports submitted by your Officers. Typically, each review takes about twenty-five (25) minutes to complete and you usually receive approximately 6 reports each day. Given this, how much time must you allow during a five-day work week for reviewing incident reports?
- A. 11 hours
  - B. 11 ½ hours
  - C. 12 hours
  - D. 12 ½ hours

**Answer:** The correct answer to sample question #16 is response choice "D". An important element of problem-solving is understanding how to quantify time and other resources in order to plan and evaluate options. For this question, you must first calculate the number of minutes spent each day. This is accomplished by multiplying the number of reports received by the number of minutes required to review each one ( $6 \times 25 = 150$ ). Then, you must determine the total number of minutes need for each week by multiplying the daily total by the number of days in a work week ( $150 \times 5 = 750$ ). Finally, you must divide the total number of minutes by the number of minutes contained in an hour to determine the number of hours required each week ( $750/60 = 12.5$  or  $12 \frac{1}{2}$ ).

17. Your department has made a decision to upgrade the duty boots worn by Officers. You have fifteen Officers in your unit and the boots cost \$238 per pair. You are nearing the end of the budget cycle, so much of your equipment budget has already been spent. If there is \$2,150 available at this time and it is all spent on boots, how many pairs of boots will still need to be purchased after new funds have been made available?
- A. 6 pairs of boots will need to be purchased in the next budget cycle.
  - B. 7 pairs of boots will need to be purchased in the next budget cycle.
  - C. 8 pairs of boots will need to be purchased in the next budget cycle.
  - D. 9 pairs of boots will need to be purchased in the next budget cycle.

**Answer:** The correct answer to sample question #17 is response choice “A”. Problem-solving often involves quantitative elements such as determining costs or available resources. For this question, you must first determine how many pairs of boots can be purchased with the funds that are currently available. The correct calculation to do this is to divide the amount available by the cost for a pair of boots ( $\$2,150/\$238 = 9$  pairs of boots). Then, you should subtract the number of pairs that can be purchased now from the total number of pairs needed ( $15 - 9 = 6$ ).

Use the information in the table below to answer the question that follows. The value in each cell is the percent of the total number of verbal warnings received by the combined group of all Officers in these Divisions. Assume that the Divisions each have the same number of Officers

**Verbal Warnings Received By Officers**

<b>Cause for warning</b>	<b>Division 1</b>	<b>Division 2</b>	<b>Division 3</b>
Late for shift	8%	12%	9%
Procedure error	11%	10%	12%
Uniform violation	9%	16%	13%
Sum of percentages within each Division	28%	38%	34%

18. If the department wanted to immediately address the cause of the greatest number of warnings for the entire group of Officers, it should focus on which of the following?
- A. Tardiness.
  - B. Uniform requirements.
  - C. Procedural requirements.

**Answer:** The correct answer to sample question #18 is response choice “B”. This question requires interpretation of the numerical information presented in the table. The first step is to make sure that you understand the information contained in the table and what each of the numbers represents.

The subject of the table is the types of verbal warnings received by Officers. The table shows the percent of the total for three causes for each of the three Divisions. Since the Divisions have equal numbers of Officers, these percents represent relative magnitude identical to that of actual counts. Therefore, to understand which cause accounts for the most warnings, you add the values for each cause (row). Doing this shows that the percent attributed to being late for shifts is 29% ( $8+12+9=29$ ), the percent attributed to procedure errors is 33% ( $11+10+12=33$ ), and the percent attributed to uniform violations is 38% ( $9+16+13=38$ ). This makes response choice "B" the correct answer to the question.

Use the information below to answer the question that follows.

### **Prisoner Transport Requirements**

Prisoners must be transported in patrol vehicles on a minimum one-to-one ratio to Officers with no more than two prisoners transported in a single patrol vehicle. For safety reasons, prisoners should be under observation at all times to reduce opportunities for escape or attack. If a prisoner is to be transported in a patrol vehicle by only one Officer and the vehicle does not have a security screen, the prisoner must be secured in the front passenger seat. If a second Officer is assisting with transport of a single prisoner, the prisoner should be secured in the rear passenger-side seat with the second Officer seated beside the prisoner and behind the driver. When two prisoners are being transported, there should be one prisoner-Officer combination in the front seat and one prisoner-Officer combination in the rear seat.

19. A single Officer is preparing to transport two prisoners in a patrol vehicle. In order to proceed in this situation, the officer must:
- A. secure both of the prisoners in the rear seat.
  - B. get another officer to assist with prisoner transport.
  - C. ensure that the vehicle is equipped with a security screen.
  - D. place one prisoner in the front seat and one in the rear seat.

**Answer:** The correct answer to sample question #19 is response choice "B". The first sentence of the reading passage states that there must be a "one-to-one" ratio of prisoners to Officers during transport. Additionally, the final sentence specifies where each Officer should be seated during the transport of two prisoners. Therefore, response choice "B" is the correct answer. The other response options are incorrect because they involve only a single Officer.

#### **SECTION 4: TECHNICAL CONCEPTS - AIRPORT**

This part of the examination contains twenty-five (25) questions that assess your knowledge of technical concepts and terminology related to law enforcement, emergency response, communications, and basic airport facility concepts. An effective approach to preparing for questions in this part of the exam is to review these concepts in department and aviation regulations and procedures, as well as law enforcement and aviation texts and other publications.

Examples of the types of questions in this exam section are shown below. Each question is followed by a brief explanation of the correct answer.

20. In regard to civil liability of law enforcement officers, Officers should be advised that:
- A. civil suits against individual Officers are very rare and, therefore, very unlikely.
  - B. the nature of their occupation prohibits civil liability lawsuits against them individually.
  - C. Officers are personally responsible for everything that they say and do in the line of duty.
  - D. Officers can only be held liable for law enforcement actions taken when such actions are performed while off-duty.

**Answer:** The correct answer to sample question #20 is response choice "C". Civil litigation of law enforcement officers and agencies is very real and certainly not a rare event. The more common sources of police civil liability are unnecessary assault or battery, inappropriate use of deadly force, violation of constitutional rights, and false imprisonment or arrest. Nothing in the legal system protects Officers from being held liable for their actions in the line of duty.



21. Which of the following is recommended in attending to an individual with seizure activity?
- A. Ease the person to the floor and restrain them to help prevent injury.
  - B. Place an appropriate object between the person's teeth to secure the airway.
  - C. Lift and hold the person's head to prevent external trauma and internal brain injuries.
  - D. Remove any hard or sharp objects from around the person to prevent possible injury.

**Answer:** The correct answer to sample question #21 is response choice "D". According to the CDC (Center for Disease Control and Prevention), helping someone who is experiencing seizure activities should never include restraining the person or placing anything in the person's mouth. A person having a seizure cannot swallow his or her tongue. Something soft and flat should be placed under the person's head, like a folded coat. For the person's safety, the area around the person should be cleared of anything hard or sharp.

22. When using the phonetic alphabet in aviation radio communications, the letter "R" is designated by which of the following?
- A. Roger.
  - B. Romeo.
  - C. Richard.
  - D. Richmond

**Answer:** The correct answer to sample question #22 is response choice "B". According to the ICAO (International Civil Aviation Organization) phonetic alphabet, the word "Romeo" is linked to the letter "R". This system was developed and is used to ensure that spoken letters are clearly understood in audio communications. This alphabet is also called the NATO phonetic alphabet, ITU phonetic alphabet, and, more accurately, the International Radiotelephony Spelling Alphabet.

23. What is the primary purpose of the runway and taxiway areas that are designated as "safety areas"?
- A. To protect airport property.
  - B. To protect airport personnel.
  - C. To reduce the risk of damage to aircraft.
  - D. To provide drainage for runways and taxiways.

**Answer:** The correct answer to sample question #23 is response choice "C". According to the FAA (Federal Aviation Administration), runway and taxiway safety areas (RSAs and TSAs) are defined surfaces adjacent to runways and taxiways for reducing the risk of damage to airplanes in the event of an unintentional departure from a runway or taxiway.

### **ADDITIONAL ASSISTANCE**

If you feel that you would benefit from more practice, your local library or relevant internet websites may have reference materials that can be helpful. This is true for all of the subject areas covered by the Supervising Law Enforcement - Airport written examination.