

# THE NATIONAL

First and Second-Line Supervisor Tests



Product Information Packet

Test Description and  
Sample Test Items



**Stanard**  
& Associates, Inc.

*Data for Decisions in Management*

# National First and Second Line Supervisor Tests

## Overview

Stanard & Associates' National First and Second Line Supervisor Tests help law enforcement agencies identify promotional candidates who possess the relevant job knowledge to be successful supervisors and managers. The exams assess candidates' knowledge in areas such as management/supervision, major court cases affecting law enforcement, community policing, criminal investigation and patrol tactics. Both exams are the result of an extensive research and development effort. First, S&A conducted a nationwide job analysis to identify critical first and second-line supervisory duties and responsibilities, as well as the knowledge required to competently perform those duties. Based on the input of over 600 law enforcement professionals nationwide, S&A developed a bank of test questions designed to measure candidates' mastery of key supervisory concepts. Finally, five separate geographically diverse panels of experts, composed of over 50 police chiefs and commanders, reviewed the test questions, contributing their invaluable expertise to refine them.

The end result is two cost-effective examinations that can be integrated easily into your agency's promotional process. The First-Line Supervisor Test measures critical knowledge areas associated with first-line supervisor positions (e.g., Corporal, Sergeant), while the Second-Line Test measures knowledge areas associated with many second-line supervisor positions (e.g., Lieutenant, Captain).

## Exam Features

- Each exam has 100 questions (multiple-choice and true/false).
- A candidate study guide is available to provide test takers with a recommended reading list, study tips and sample test questions.
- An administration guide is available to ensure standardization of the testing process across agencies.
- All exams will be sent to and scored by S&A.

## Pricing

- First Line Supervisor Test = \$100/test
- Second Line Supervisor Test = \$125/test
- Study Guide = \$10/guide
- Administration Guide = \$10/guide
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## Promotional Examination Process

- Candidate Study Guide is released to all eligible candidates.
- Candidates are given a minimum of 30 days to study for the promotional exam.
- Exam is administered.
- All testing materials (used and unused exams) are sent back to S&A via a traceable carrier for processing.
- S&A scores completed examinations and provides a report of the results within 5-10 business days.

## NFLST and NSLST Subject Matter

The NFLST and NSLST are each divided into five sections, which measure essential knowledge areas important for success as a supervisor. A description of each of these knowledge areas is provided below:

NFLST/NSLST Knowledge Area/Test Section	Description
<b>Management/Supervision</b>	
<b>First-Line Supervisor</b>	<i>This section/knowledge area covers such topics as effective supervisory practices, interpersonal communication, motivation, leadership, discipline, performance evaluation/management, team-building, organizational change, and labor/employee relations</i>
<b>Second-Line Supervisor</b>	<i>This section/knowledge area covers such areas as politics and police administration, organizational theory and design, leadership, organizational and interpersonal communication, human resource management, stress and police personnel, labor relations, legal aspects of police administration, planning and decision making, financial management/budgeting, productivity and organizational change.</i>
<b>Criminal Investigation</b>	<i>This section/knowledge area covers such areas as general criminal investigation techniques, physical evidence, crime scene management, interviews, field notes and reporting, interrogation and interviews, crimes against children, robbery investigation and the rules of evidence.</i>
<b>Police Patrol</b>	<i>This section/knowledge area covers such areas as the police patrol environment, patrol hazards, patrol methods, force staffing, and patrol supervision.</i>
<b>Community Policing</b>	<i>This section/knowledge area covers such areas as the evolution of community policing, diversity, working with special populations such as the disabled, elderly, and juveniles, media relations, and preventing violence.</i>
<b>Case Law</b>	<i>This section/knowledge area covers key legal decisions in areas such as vehicle pursuit, search and seizure and Miranda rights.</i>

Although there is overlap between the general knowledge areas measured by each exam, the input of over 50 law enforcement executives across the country was used to assign specific items to either the NFLST or NSLST. For example, community policing items which test knowledge deemed relevant for second-line supervisors appear on the NSLST only, while those testing knowledge relevant to first-line supervisors appear only on the NFLST. In addition, the number of items in each section differ between the two exams, reflecting the differing priorities and responsibilities associated with the different ranks. On the following several pages are sample test items for each knowledge area assessed by the NFLST and NSLST. These sample test items provide potential test users with a preview of the content of the promotional exams.

## Sample Test Items

### Management/Supervision – First Line

1. People in leadership positions can make a number of mistakes. Which of the following is a mistake common to newer supervisors?
  - A. Criticizing employees in public
  - B. Favoring one or more subordinates
  - C. Doing a task themselves rather than coaching employees in the proper technique**
  - D. Trying to change human nature rather than accepting employees as unique individuals
  
2. Formal work groups are apparent to new employees, but informal work groups may take longer to identify. Which of the following statements is accurate about informal work groups?
  - A. They are created by the organization to fulfill a specific need.
  - B. They typically cut across organizational lines.**
  - C. They are most often temporary.
  - D. They usually work against the formal organization.

### Management/Supervision - Second Line

3. A flat organizational structure offers numerous advantages over the more traditional tall structures. One of these advantages is that it leads to
  - A. the development of expertise
  - B. increased efficiency and effectiveness
  - C. shortened lines of communication**
  - D. promotion of group *esprit de corps*
  
4. Management by Objectives stresses setting objectives or end states that can be achieved in
  - A. not more than six months
  - B. one year or less**
  - C. not more than two years
  - D. This strategy has no recommended time limit for achieving objectives.

## **Criminal Investigation**

5. There are three major functions to be executed at the scene of an offense: coordination, technical services and investigative services. Which of the following falls into the realm of investigative services?
- A. Documenting the scene
  - B. Transmitting the evidence to the lab
  - C. Conducting field interrogations**
  - D. Marking evidence
6. With regard to vehicle thefts, an offender who perpetrates a *salvage switch*
- A. disassembles a stolen vehicle and resells the parts
  - B. buys a wrecked vehicle, removes the VIN plate and uses it to sell an identical stolen vehicle**
  - C. steals a vehicle in the United States and illegally exports it for sale abroad
  - D. strips a stolen vehicle mainly for resale of valuable accessories such as seats, tires and stereos

## **Police Patrol**

7. One major factor that may need to be taken into consideration in terms of shift scheduling is the
- A. age and physical condition of department personnel
  - B. collective bargaining agreement**
  - C. economic make-up of the community
  - D. number of officers in middle management
8. According to the discussion about the distribution of patrol time, the greatest consideration should be given to the time needed to handle
- A. training
  - B. administrative duties
  - C. directed patrol
  - D. calls for service**

## **Community Policing**

9. It is important for officers to understand themselves well enough to recognize their preferences, prejudices and stereotypes. Which of the following demonstrates stereotyping?
- A. An officer tells his sergeant that he would rather not be partnered with a person who is Protestant.
  - B. An officer remarks to his partner that he dreads calls that involve gays.
  - C. An officer suggests to her partner that they try an Italian restaurant, because all Italians are good cooks.**
  - D. A sergeant picks a friend for a plumb job, although she is no more qualified than other officers.
10. Which of the following is a common pitfall in making the transition to community policing from a more traditional policing model?
- A. Focusing on long-term rather than short-term results
  - B. Empowering members of the community
  - C. Equating community policing with foot patrol**
  - D. Expecting police personnel to be creative

## **Case Law**

11. Based on the information on landmark cases in law enforcement, the significance of *Terry v. Ohio* is that a stop and frisk
- A. based on reasonable suspicion alone, is valid**
  - B. may be conducted to search for contraband
  - C. is valid only when there is probable cause for a full arrest
  - D. is valid only with probable cause for a full search
12. The landmark case of *Miranda v. Arizona* clarified the meaning of
- A. freedom of speech
  - B. custodial interrogation**
  - C. right to counsel
  - D. deprivation of freedom