

Sergeant Written Assessment Orientation and Study Briefing

THE PUBLIC SAFETY SELECTION SPECIALISTS™



City of Chicago Police Department

Industrial/Organizational Solutions, Inc. October, 2013

Welcome!

Welcome to the 2013 Chicago Police Department Sergeant Written Assessment Orientation and Study Briefing.

The purpose of this study briefing is to help you better understand the contents of the planned January 2014 Written Assessment exercise. Please understand that this briefing is made available to all candidates that participated in the October 2013 written job-knowledge qualifying examination. That said, there is a cut score on the written qualifying examination and some individuals will not be moving forward in the promotional process based on their performance on this component.

The written qualifying examination orientation and study guide can serve as a source of preparation for the entire promotional process and you may wish to refer to that document as you begin your final preparations for the written assessment. The following document will present highlights of the written assessment. In particular, we will present any resource material that may be helpful in preparing for the written assessment. This will include general orders, special orders, forms and other internal department documentation. In addition, we will briefly describe the measurement approach for this assessment. Finally, we will present a few examples to help you better understand the nature of the written assessment. A few helpful appendices are included in this briefing as well. We have included the list of essential task statements for the job of a patrol sergeant (Appendix A) to help you better understand the requirements of the position. Next, you will note the list of critical knowledge areas (Appendix B) that resulted from the spring 2013 job analysis for the position of patrol sergeant. You will also note the list of important skills, abilities and other characteristics (Appendix C) that were garnered from the spring 2013 job analysis findings. Finally, we have included a list of suggested reading materials that may be helpful as you prepare for the written assessment.

Assuming you have passed the written qualifying examination, this assessment will be critical to your success in this overall promotional process! As you likely know, this portion of the promotional process (the written assessment) is used to rank order candidates for selection.

Please note that this briefing was created to assist you in preparing for the written assessment. This document does not “define” the specificities of the written assessment from a contractual perspective. Also note that the written assessment is still being created at this time and is scheduled to be completed shortly. Thus, this study briefing presents a basic overview of this assessment to help you better understand this critical component and to help you better prepare for this event!

We wish you the best of luck!

Contents of This Guide

This *Orientation and Study Briefing* has been prepared to introduce you to the sergeant written assessment for the City of Chicago Police Department. The first thing you can do to prepare for the examination is to read this study guide. This guide will cover the following sections:

- Basic Description of the Written Assessment
- Resource Material for Consideration
- Examples Scenarios
- Written Assessment Development, Administration and Scoring
- Basic Test Preparation and Test Taking Strategies
- List of Essential and Important Sergeant Job Tasks
- List of Essential Job Knowledge Areas
- List of Essential Skill, Ability and Other Personal Characteristics
- Suggested Written Assessment Reading Material

Basic Description of the Written Assessment

The written assessment is conducted to evaluate your skills and abilities as they relate to the desired position. The written assessment also will assess your ability to apply the knowledge you have obtained in working in the Chicago Police Department and while preparing for this promotional process!

By its very nature, an assessment differs from a written job-knowledge test (the qualifying examination). This written assessment is akin to a structured interview or an assessment center, except that it must be administered as a written assessment given the substantial applicant pool seeking promotion to the rank of sergeant. The goal of the assessment is to evaluate skills, abilities and the application of job knowledge. Thus, this is not a “source-based” assessment. That said, we do believe that one can prepare for this assessment and that part of your preparation should consist of reviewing the source material deemed as relevant for this assessment (and the written qualifying examination). To this end, there is a suggested written assessment preparation material list included as Appendix D.

The written assessment will rely on the use of scenario-based KSA (Knowledge application, Skill and Ability) assessments. There will be several methods employed to evaluate these critical KSAs. These methods will be described briefly in the subsequent paragraphs.

In one portion of the assessment (Section A), you will be asked to review a brief written scenario. The scenario is highly job related and will relate to a situation that you could encounter as a supervisor with the Chicago Police Department (or an incident that an officer that you supervise, might encounter). Following the scenario, and similar to a job-knowledge written test item, you will find four response options. In most cases, your task will be to identify the most effective response to address a given scenario. In many situations, you will be put in the position of a patrol sergeant when evaluating which option is “most effective” and you should consider this the default position. You will then use a Scantron answer sheet to mark your responses to answers on this section of the assessment. You will receive maximum points on a given scenario if you choose the response option identified by Chicago Police Department Subject Matter Experts (SMEs) as the “most effective” response to the scenario. You *may* receive partial credit if you choose a response that was identified as “acceptable”, though not the “most effective.” Finally, you *could* have points deducted if you mark a response option that was determined by SMEs to be a poor response to the scenario.

One unique feature of this section of the assessment is that there is often more than one option presented that is acceptable. In most scenarios, your task will be to choose the most effective response option. Thus, you must evaluate the scenario very carefully and evaluate each response option carefully. You must use considerable reasoning, analytical skill and problem-solving skill when choosing a response option. In many cases, you will also have to apply your knowledge of CPD orders, state law, department operations, etc.

In Section B, you will be asked to read a written vignette that describes a situation that occurred within the Chicago Police Department. In many ways, these vignettes are very similar to the scenarios presented in Section A. You will then be asked several questions about the vignette. The format utilized in Section B will ask you to respond to specific questions, but you will not be given any response options (in most cases). Thus, you will write a written response to the question. In most cases, you will be asked to keep your written response to a specific word or line maximum (e.g., in 100 words or less) as only certain information is being sought. The response format will vary in this section. Essentially, you *may* be asked to:

- Answer an open ended question, or
- Provide a list, or
- Provide a specific piece of information, or
- Answer a multiple-choice question

A great deal of the content in this section will require you to write in your responses. Remember that you must write legibly for your responses to be scored accurately. This is your responsibility in this portion of the assessment.

Again, all scenarios/vignettes are highly realistic and job related. These scenarios were created by CPD Subject Matter Experts (SMEs) working closely with I/O Solution's staff to develop and refine the assessments. The response options were also developed by CPD SMEs, in conjunction with I/O Solution's assessment experts. Finally, the SMEs provided a great deal of guidance concerning the scoring rubric for each of the various scenarios/vignettes.

In Section C, you may be presented with a brief (written) description of a situation or incident. Again, this information is similar to the information presented as a stimulus in sections A and B. In Section C, you may be presented with a completed report related to the incident described. Please note that the reports presented in this section will not "resemble" exact CPD reports. The reports will appear more general in nature, though they will contain the same type of information sought from similar CPD reports.

You will then be asked a few questions related to the incident and the completed report. These questions *often* will require you to write your response, instead of selecting from pre-determined responses as you would in a multiple-choice test. The type of questions asked can include, but are not limited to, the following:

- Identify or list the errors in the included report
- Identify or list the omissions in the included report
- What reports should be created as a result of the described incident?

In addition, you may be asked any number of other questions related to the report(s) and/or incident.

Content of the Scenario-Based KSA Assessments

In general, the content of these scenarios are highly job-related. Often the scenarios fall into one of two broad categories. One category includes field-operations scenarios. These scenarios include situations and specific incidents that an officer and/or sergeant might encounter in the field. The other broad category includes scenarios that primarily reflect supervisory concerns and concerns related to managing officers, training and leading officers.

Please note that you *may* be given reference material on the day of the examination as it relates to some portions of the assessment. This will be determined based on the nature of the final assessment content chosen for the examination and based on need.

The specific amount of content is still being determined at the time of writing. That said, there will be approximately 30-50 items included in Section A and multiple scenarios related to section B and C. Typically, section A (and any other multiple-choice portion) is included as a separate test booklet and is sometimes timed as a separate assessment component. Our intention is to make this assessment as robust as possible. Thus, it will contain as much material as is necessary to ensure a content valid assessment and as much material as is practical. You should plan on spending approximately 3 to 4 hours on the written assessment and should prepare yourself accordingly.

Resource Material for Consideration

As mentioned in the previous section, this assessment is not a “source-based” test. That said, you will find it very helpful to have reviewed a number of internal and external source materials. Appendix D contains a suggested written assessment reading material list. This list may help you in preparing for the written assessment.

In addition, you may find it helpful to consider a few CPD forms and reports. While the previous section mentioned that Section C of the written assessment would not depict exact replicas of CPD forms/reports, we expect to focus our attention on certain common forms/reports as they relate to the job of a patrol sergeant. These are listed below:

- Administrative Notice of Ordinance Violation (ANOV)
- Arrest Report
- Contact Information Card
- Curfew Violation Report
- Department Vehicle Accident & Damage Report
- General Offense Case Report
- Hospitalization Report
- Illinois Traffic Crash Report
- Injured on Duty (IOD) Report
- Lost & Found Report
- Miscellaneous Incident Exception Report
- Miscellaneous Incident Procedure Report
- Officer Battery Report (OBR)
- School Absentee Report
- Tactical Response Report (TRR)
- Traffic Crash Report
- Traffic Pursuit Report
- Vice Case Report

Example Scenarios—Written Assessment

Section A Examples

The following represents examples of the type of item that will be presented in Section A of the written assessment. Please review each scenario and attempt to determine the “most effective” response to the scenario. The option identified as the most effective response will be presented after this section. Please note that these are basic examples meant to show you approximately how the items will operate.

Instructions: For the items below, first read the scenario. Then read all the response options listed below the scenario. Your task is to determine the most effective response option that addresses the scenario. On the actual test, you will mark this response option on a Scantron answer sheet.

[1] The sergeant is working as the DSS in the 26th District. A female citizen comes into the station and requests to talk privately with the sergeant. The woman identifies herself as the wife of one of the officers working on the sergeant’s watch. The wife states that her husband has been working with a female partner for the past several months, and she believes that they might be having an affair. Since he began working with this female officer, her husband’s behavior has changed, and it is negatively impacting her marriage and their children. The wife asks the sergeant to split them up and put them on separate beat cars, watches or even districts, if possible. What should the sergeant do?

- a. Tell the wife that this is a personal problem between the woman and the officer. Her husband and his partner work well together, and as long as they are productive, he sees no need to split them up.
- b. Tell the woman that he will not put the two officers together when he is working as the DSS and will recommend to the commander that the female officer be assigned to a different watch or district.
- c. Empathize with the woman and take her concerns seriously. Tell the woman that he cannot split the partners up. Suggest marriage counseling and give the woman information for the EAP.
- d. Talk to the male officer and tell him of his wife’s concerns. Suggest that the officer get a different partner for the sake of the officer’s marriage.

[2] Officer John comes to you and says that he does not want to work with Officer Dave on this, or any other shift. He states that he feels unsafe when working with Officer Dave, but refuses to elaborate any further. What should you do?

- a. Tell him that the assignment has been made, and that is how it will be.
- b. Tell him that a change will be made next period.
- c. Put Officer John with another partner, or working “99.”
- d. Try to get both officers to agree to work with each other.

[3] Officers under your supervision are assigned to foot patrol on a neighborhood street lined with local businesses. You inform the officers that one of the main reasons you are “walking and talking” today is to improve the relationship with the neighborhood residents. Officer Johnson laughs at this notion, but says that he will give it a try. You head out for a few minutes to join your officers. The group decides to walk to a convenience store to grab a drink, before splitting up to walk the beat. While walking, Officer Johnson says “hello” to someone as they pass. The person does not answer and continues walking. The officer remarks, “What the heck is wrong with these people? They can’t even say ‘hello!’” You tell him to try again and see what happens. A few minutes later, as you all stop in a small grocery store for something to drink, Officer Rogers says “Hello” to another neighborhood resident, and the person walks away without saying anything. Officer Rogers now says to Officer Johnson, “You’re right—these people hate us, and they are not friendly.” Officer Parkus then speaks up and says, “Maybe they don’t hate us. Maybe they speak another language, or maybe they are afraid of you. Have you ever thought of that?” Before the tour of duty, Officer Parkus had mentioned to you that this is the neighborhood she grew up in, and she knows it like the “back of her hand.”

At this point, you notice that the grocery store owner and a few other store customers are looking at you and the officers and were listening in to the entire exchange between CPD members. What would you do?

- a. There is no need to take any action as the officers are on a “personal,” and the conversation is informal.
- b. You tell the officers that, “break time is over” and get back to work and exit the store as quickly as possible. You break up the foot team into pairs and tell them to go in different directions.
- c. You intervene and tell the officers to keep their personal opinions to themselves. Explain that it really does not matter what the people in the neighborhood think.
- d. You ask Officer Parkus if she is willing to tell the officers on the rest of the team about her experiences growing up in this area and if she is willing to talk about ideas that may explain the residents’ reluctance to speak to the police.

Explanation of Scoring—Section A Examples

Item 1: Response option C was determined by CPD SMEs to be the most effective response in addressing the scenario. This response option would receive maximum credit. Response options A and D were evaluated as acceptable, though not the most effective response option. Thus, partial credit is given for answering either option A or D (to a varying degree). Option B was deemed as not acceptable. In this instance, no credit would be given for an individual answering with option B.

Item 2: Response option C was determined by CPD SMEs to be the most effective response in addressing the scenario. This response option would receive maximum

credit. Response options A, B and D were evaluated as acceptable, though not the most effective response option. Thus, partial credit is given for answering either option A, B or D, though slightly varying degrees of partial credit are assigned to the various response options. For example, response option D has a slightly higher credit allocation.

Item 3: Response option D was determined by CPD SMEs to be the most effective response in addressing the scenario. This response option would receive maximum credit. Response options B and C were evaluated as acceptable, though not the most effective response option. Thus, partial credit is given for answering either option B or C. Option A was deemed as not acceptable. In this instance, no credit would be given for an individual answering with option A.

For the final written assessment, please note that the scenarios and response options will have been created jointly by I/O Solutions assessment professionals and CPD SMEs. A group of diverse CPD SMEs will refine and evaluate the response options to determine the most appropriate response option. In addition, the SMEs rate the effectiveness of each response option. I/O Solutions uses this information and other psychometric data obtained from the SMEs to create the final scoring solution for this portion of the written assessment.

Section B Examples

The following represents an example of the type of item that will be presented in Section B of the written assessment. Please note that this is a basic example meant to show you approximately how the content in this section will operate.

Instructions: First, read the scenario presented below. Then, review the questions that follow from the presented scenario. You will be asked to respond to the specific question asked of you. Follow the specific instructions for the questions given. In many instances, you will be asked to furnish a list. When making this list, you must either number the list or place a bullet point in front of each item. If you do not number your list or place a bullet point before the item, it will not be viewed as a distinct response and may not be scored when asked to provide a list. You are prohibited from writing a narrative and any narrative produced will not be scored by the raters. You should use proper CPD terminology when responding to these questions. Also, your hand writing must be legible to be scored. It is strongly suggested that you neatly print your responses, assuming this is your most legible method.

Scenario B1

Officer Elliot was on patrol when he was flagged down at Haas Park by a frantic adult female. The citizen informed Officer Elliot that there was a dog running around the park chasing children and causing chaos in the well-populated park. Officer Elliot entered the park and saw a large German Sheppard running after a child. He called out and the dog ran at the officer, barking and baring his teeth. As the dog charged toward the officer baring his teeth, the officer, standing alone, drew his weapon and fired three

shots, striking the dog once and killing the aggressive animal. Immediately after the shots were fire, an adult male approached and told the officer that the dog was his and the distraught man asked why the officer killed his dog.

You are Officer Elliot's supervising sergeant and you are notified about the situation and respond to the incident scene. The District Commander calls you and tells you that he and the only lieutenant are unavailable and directs you to address this incident.

Questions Referenced to Scenario B1

Question 1. (BI)

What required and additional notifications should be made as a result of this incident? Please list these notifications below in the appropriate portion of the box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Required Notifications	Other Notifications

**Please note that the questions related to a scenario may be included in a separate test booklet. In this instance, you would review the scenarios in one booklet and respond to questions related to the scenarios in a separate test booklet.*

Question 2. (BI)

What reports would be completed as a result of this incident? Please list these reports below in the appropriate box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Reports Needed for BI - list below

Question 3. (BI)

What actions would you take *specifically* in regard to the *dog owner (only)* as a result of this incident? Briefly list these actions below in the appropriate box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Actions Specific to the Dog Owner (only)- list below

Question 4. (BI)

What actions would you take *specifically* in regard to *Officer Elliot (only)* as a result of this incident? Briefly list these actions below in the appropriate box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Actions Specific to Officer Elliot (only)- list below

Question 5. (BI)

As the supervising sergeant, what initial on-scene actions would you and your officers take to address this overall incident? In your response, you can exclude actions that have been referenced in the previous four (4) questions (i.e., notifications, reports, actions with the dog owner). Again, you will briefly list these actions below in the appropriate box. This section requires a numbered or bulleted list —no narrative will be accepted.

Initial On-Scene Actions- list or bullet

Presentation of Scoring—Section B Example

Question 1. (BI)

What required and additional notifications should be made as a result of this incident? Please list these notifications below in the appropriate portion of the box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Required Notifications	Other Notifications
1) IAD 2) IPRA 3) Animal control 4) CPIC 5) News Affairs	1) Chicago Park District

**Please note that the questions related to a scenario may be included in a separate test booklet. In this instance, you would review the scenarios in one booklet and respond to questions related to the scenarios in a separate test booklet.*

Question 2. (BI)

What reports would be completed as a result of this incident? Please list these reports below in the appropriate box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Reports Needed for BI- list below
1) Miscellaneous Incident Report 2) TRR

Question 3. (BI)

What actions would you take *specifically* in regard to the *dog owner (only)* as a result of this incident? Briefly list these actions below in the appropriate box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Actions Specific to the Dog Owner (only)- list below
1) Cite owner for unleashed dog* 2) Explain dog laws to owner

** More critical criteria in regard to scoring of question 3.*

Question 4. (BI)

What actions would you take *specifically* in regard to *Officer Elliot (only)* as a result of this incident? Briefly list these actions below in the appropriate box. This section requires a numbered list —no narrative will be accepted. Only answers appearing in the box will be scored.

Actions Specific to Officer Elliot (only)- list below
1) Check on officer's well being—EAP referral 2) Inform officer that he/she will have to submit to drug & alcohol testing, per policy

Question 5. (BI)

As the supervising sergeant, what initial on-scene actions would you and your officers take to address this overall incident? In your response, you can exclude actions that have been referenced in the previous four (4) questions (i.e., notifications, reports, actions with the dog owner). Again, you will briefly list these actions below in the appropriate box. This section requires a numbered or bulleted list —no narrative will be accepted.

Initial On-Scene Actions- list or bullet
1) If needed, call in additional officers for crowd control/ scene security 2) Establish Crime scene 3) Assign additional officers for crowd control (for crime scene), if necessary 4) Account for all rounds fired (2 missed) 5) Canvass for other damage or injuries resulting from officer's shooting 6) Interview any and all witnesses 7) Assign an officer to be the reporting officer

**Note on the scenario above, you do not need to present the specific notifications you would make, the specific reports to be completed, the actions specific to the dog owner and/or the actions specific to Officer Elliot. The reason is that these actions were addressed in the previous questions. If you feel more comfortable, you can list these actions—they will not be counted against you. That said, they will not be credited in the scoring for this question.*

Section C Examples

The following represents an example of the type of item that will be presented in Section C of the written assessment. Please note that this is a basic example meant to show you approximately how the content in this section will operate.

Instructions: First, read the scenario presented below. Then, review the report related to this incident on the subsequent page. Then, review the questions that follow from the presented scenario and completed report. You will be asked to respond to the specific question asked of you. Follow the specific instructions for the questions given. In some instances, you will be asked to furnish a list. When making this list, you must either number the list or place a bullet point in front of each item. If you do not number your list or place a bullet point before the item, it will not be viewed as a distinct response and may not be scored. You may be prohibited from writing a narrative. If stated, any narrative produced will not be scored by the raters. You should use proper CPD terminology when responding to these questions. Also, your hand writing must be legible to be scored. It is strongly suggested that you neatly print your responses, assuming this is your most legible method.

Scenario C1

On June 30, 2013 Sergeant Lee, while working as Beat 2650, responds to 12640 S. Holiday Court in order to log Beat 2653, Officers Grey and White, issuing an ANOV citation. Upon arrival, Sergeant Lee observes Officer Grey give an ANOV citation to John Jones who was operating a motor vehicle while talking on a cell phone, in violation of MCC 9-76-230(a). John Jones drives away and Officer Grey presents the ANOV for Sergeant Lee's initial approval.

At this time, please review the ANOV related to the scenario above. This report follows on the next page.

ADMINISTRATIVE NOTICE OF ORDINANCE VIOLATION

In the City of Chicago Department of Administrative Hearings
City of Chicago, a Municipal Corporation, Petitioner, vs.

Respondent: If Chicago Business, use name on license Last Name, First Name MI
Jones, John J

Resp. Address No. Dir. Street Name ST Suffix Apt./Ste.
126405 Holiday Ct 201

City State ZIP
Chicago IL 60666

Person Served if other than the respondent Last Name, First Name MI

Phone Acct./DREV No. or Inventory No. if applicable
555.555.2122

Identification DLN/VID DLN State D.O.B. (M/D/Y)
 DLN/VID IL Other: **5/12/80**

Height Weight Sex Race Eyes Hair Event/IRD#
6'2 230 M 2 Br Blk

STEP 1: Officer, Investigator, Inspector, and/or Complainant on oath states that the Respondent did then and there violate the following section(s) of the Municipal Code of Chicago:

P004174501 15	<input checked="" type="checkbox"/> DRIVING WHILE USING MOBILE TELEPHONE WITHOUT HANDS-FREE DEVICE 9-76-230(a)	<input type="checkbox"/> FALSE BURGLAR ALARM 8-4-056(b)
	<input type="checkbox"/> DRINKING ALCOHOL ON THE PUBLIC WAY 8-4-030(a)	<input type="checkbox"/> POSSESSION OF CANNABIS-UP TO 15 GRAMS 7-24-099(a)
	<input type="checkbox"/> PUBLIC URINATION 8-4-081(a)	OTHER: TITLE CHASEC. RULE
	<input type="checkbox"/> ALCOHOL ON PARK DISTRICT PROPERTY 10-36-185 Ch. VII B.7	OFFENSE (if other):
	<input type="checkbox"/> AFTER HOURS - PARK DISTRICT PROPERTY 10-36-185 Ch. VII B.2	
	<input type="checkbox"/> SMOKING ON THE CTA 10-8-526/98-126 #2.3	
<input type="checkbox"/> DRINKING ALCOHOL ON CTA 10-8-526/98-126 #2.4		

STEP 2: You Must Describe Actions for Each Count below:

Count 1, In That: **Was driving a motor vehicle while using a mobile telephone.**

Count 2, In That: _____

Violation Location Nos. Dir. Street Name in the City of Chicago, County of Cook ST Suffix
3640 E 79th St

Vio. Date: Mo/Day Year Time of Violation AM PM Notice Date: Mo/Day Year of Notice
06/30/2011 3:06:10 PM 2011

Complainant's Name if not issuing officer, investigator, or inspector CPD-11.497A
 Version B - 08-17-12

Unit Star / Badge Signature of issuing officer, investigator, or inspector
0216144444 [Signature]

Administrative Hearing Appearance

IMPORTANT: UNLESS YOU HAVE BEEN ISSUED A MAIL-IN OPTION VIOLATION YOU MUST APPEAR FOR A MANDATORY HEARING ON:

Date: Mo/Day Year Time AM PM at: 400 W. Superior Room No.
07/10/2011 3:09:00 PM 402

FAILURE TO APPEAR may result in the imposition of a fine not to exceed the maximum penalties for each violation as specified in the Municipal Code of Chicago plus costs, restitution, and fees. Failure to comply with the Administrative Law Judge's order may result in the issuance of additional sanctions. Failure to pay the fine or appear may also subject you to further prosecution in Cook County Circuit Court for violation of Sections 1-4-143 of the Municipal Code of Chicago.

I acknowledge receipt of this notice.
 Signature of Respondent or Person Served: **[Signature]**

Comments **P**

SEE REVERSE SIDE FOR MAIL-IN PAYMENT OPTIONS
DEPARTMENT OF ADMINISTRATIVE HEARINGS COPY

ADMINISTRATIVE NOTICE OF ORDINANCE VIOLATION

IMPORTANT (PLEASE READ THE DIRECTIONS BELOW)

Failure to appear for a hearing at the location on the date and time reflected on the reverse side may cause a judgment to be entered against you. Fines not to exceed the maximum penalties as specified in the Municipal Code of Chicago for each violation, plus costs, restitution, and other fees may be imposed by the Administrative Law Judge.

Judgments entered against you may be enforced through wage garnishment collection agency and credit bureau action, and the imposition of liens on real estate and personal estates. Expenses including but not limited to attorneys' fee and court costs shall be debts due and owing to the City. You will be prohibited from conducting business with the City of Chicago until all debt is paid.

MAIL-IN OPTION

- For those violations listed below you may pay the fine indicated in lieu of your personal appearance within seven (7) days of the date the violation was issued. **IF YOU CHOOSE THIS MAIL-IN OPTION, YOU MUST MAIL YOUR PAYMENT WITHIN SEVEN DAYS OF THE NOTICE OF VIOLATION ISSUANCE DATE.** If you wish to contest the violation, you must appear on your scheduled hearing date.
- If you have been issued multiple violations, you must appear for a hearing if AN of the violations you have been issued are not Mail-In Option Violations as listed below.
- Payment serves as final disposition of the violation. Payment of Mail-In Option Violations may be made by:
 - mailing both this ticket and your appropriate payment to the **City of Chicago, Department of Finance, P.O. Box 88298, Chicago, IL 60680-1298**; or
 - appearing with both this ticket and your payment at one of the following Department of Finance facilities:

South 2006 E 95 th St. Payments & Inquiries: 8AM-6:30PM (M-F) Hearing Hours: 8AM-4PM (M-F)	North 2550 W. Addison Payments & Inquiries: 8AM-6:30PM (M-F) Hearing Hours: 8AM-4PM (M-F)	Central Hearing Facility 400 W. Superior, 1 st Floor Payments & Inquiries: 8AM-4:30PM (M-F) * 8AM-3:30PM (SAT) Hearing Hours: 9AM-4PM (M-F) Boot Hearings: 9AM-3PM (SAT)	Southwest 4770 S. Kedzie Payments & Inquiries: 8AM-6:30PM (M-F) NO HEARINGS	City Hall 121 N. LaSalle Room 107 Payments & Inquiries: 8AM-5PM (M-F) NO HEARINGS
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MUNICIPAL CODE VIOLATIONS ELIGIBLE FOR MAIL-IN PAYMENTS

	Code Violated	Fine if Paid Within 7 Days	Maximum Penalty Amounts (excluding any motion fees and costs)
GENERAL	7-24-099(a)	\$250	\$500
	8-4-030(a)	\$150	\$500
	8-4-056(b)	\$100	\$100
	8-4-081(a)	\$150	\$500
	9-52-020	\$25	\$25
	9-76-230(a)	\$100	\$500
	9-80-200(b)	\$35	\$200
	10-8-310	\$250	\$1,000
	10-8-410	\$35	\$50
	10-8-520	\$35	\$50
	10-36-130	\$50	\$200
	VIOLATION OF CTA ORDINANCE	10-8-526 / 98-126#2.4	\$150
10-8-526 / 98-126#2.8		\$35	\$500
10-8-526 / 98-126#2.11		\$50	\$500
10-8-526 / 98-126#2.14(c)		\$50	\$500
VIOLATION OF CHICAGO PARK DISTRICT CODE	10-36-185 Ch. VII C.3 a (9)	\$50	\$500
	10-36-185 Ch. VII B.2	\$35	\$500
	10-36-185 Ch. VII B.7	\$150	\$500
	10-36-185 Ch. VII B.10 a	\$75	\$500
VIOLATION OF CHICAGO HARBORS	10-40-260(h)	\$100	\$1,500
	10-40-261(a)(1) thru (a)(8)	\$100	\$500
	EXCEPT (a)(3)	\$100	\$500

Nothing in the above schedule shall waive the applicability of any subsequent amendment to any fine amount or other penalties enacted by the City Council.

IMPORTANT INFORMATION ABOUT YOUR HEARING

- Please bring all relevant evidence and ensure that necessary witnesses are present at your hearing.
- Failure to comply with the administrative law judge's order may result in the issuance of additional sanctions.

QUESTIONS? For questions about the violations cited in this Notice or the inspection you received, contact the City of Chicago's non-emergency help line by dialing 311. For questions about the administrative hearing process, contact the Department of Administrative Hearings at (312) 742-4747.

Questions Referenced to Scenario CI

Question I. (CI)

What errors were made in completing this report based on the information presented in the narrative? Briefly state a reason or rationale for the error. Please review the report to make this determination. You should write a brief statement (one sentence) to answer this basic question.

Then, in the adjacent box, list any omissions in the completed report. For this portion of the question, you should simply list any missing information (number or bullet-point). Only answers appearing in the box will be scored.

Errors	Omissions/Missing Information

**Please note that the questions related to a scenario may be included in a separate test booklet. In this instance, you would review the scenarios in one booklet and respond to questions related to the scenarios in a separate test booklet.*

Presentation of Scoring—Section B Example

Question I. (CI)

What errors were made in completing this report based on the information presented in the narrative? Briefly state a reason or rationale for the error. Please review the report to make this determination. You should write a brief statement (one sentence) to answer this basic question.

Then, in the adjacent box, list any omissions in the completed report. For this portion of the question, you should simply list any missing information (number or bullet-point). Only answers appearing in the box will be scored.

Errors	Omissions/Missing Information
<ul style="list-style-type: none">• Court Date is too soon- must have 14 days b/w issuance & court appearance	<ol style="list-style-type: none">1) Event/RD# is missing2) Violation Count Box is not checked

A few notes of importance in regard to scoring section B and C:

- While it *may* seem advantageous to list as much information as you can, please note that points will be deducted for responses not meeting the pre-determined criteria.
- Try to provide the “current and correct” name for a report/unit or other item. Raters often have a list of “alternative” names for various items, though any mention outside of the common names will not be included in your scoring.

Note that these are examples only! As examples, you may find other items to include in the questions related to the scoring. Also note that a given scenario on the final written assessment may have less questions associated with it and may have one or more multiple choice questions included as well. For example, in scenario BI, you could have been asked to identify the most critical scene priority (via an open-ended question or a multiple-choice question) or you could have been asked to identify the first three incident priorities (by selecting from a larger list or via an open-ended question). Some section C scenarios may be asked as multiple-choice questions.

Written Assessment Development, Administration and Scoring

The written assessment score will be used to create the final promotional list. Individuals may be eligible for promotion via their results on the written assessment or via the Merit Selection Process. Final assessment results will be released to the City of Chicago Department of Human Resources and the administration vendor for posting to the appropriate individuals and parties.

I/O Solutions is currently working with a large and representative sample of Chicago Police Department subject matter experts (SMEs) to develop the content for the written assessment. I/O Solutions has worked with the group to review and finalize the job analysis results for the rank of Sergeant. In addition, we met to identify the relevant and appropriate reading materials for this promotional process based on the job analysis results obtained. This group was also instrumental in reviewing written qualifying examination content to ensure it was appropriate for CPD.

The written assessment will be administered in early January by another firm (CPS HR Consulting). On critical documents such as the answer sheet or answer booklet, you will place an identifying number on the document. I/O Solutions will not be able to link this identifying number to your name—thus, you will be rated “blindly” and identified using this number by I/O Solutions.

Approximately one week after the administration, I/O Solutions will train our internal raters to score the assessment content. Your assessment content will be objectively scored by a trained rater. A second rater will review the scoring to determine if they concur with the final rating decisions.

Please note that this rating process is labor intensive and will naturally take time to complete. Just as the written qualifying examination takes several 5-6 weeks to score (considering all appeals filed), analyze and report, this process will take some time. In fact, the open-ended content will take longer to evaluate, verify, enter and proof. Once all scoring is conducted, the results will be entered by the identification numbers and verified. This database will be provided to CPS HR Consulting as they will merge in other critical information.

Basic Test Preparation and Test Taking Strategies

Test Preparation

While this is not a source-reference test, you can certainly benefit from continued reading and studying. The content of section A relies on your application of knowledge and your job-related skills and abilities. The content of section B and C relies on similar knowledge, skills and abilities, though a thorough understanding of department orders and operations can be quite helpful as illustrated in the example questions.

In our experience, one of the most helpful preparation methods for this type of assessment is to practice! How might one do this?

Informal Study Group Method

Some individuals will form a study group to prepare for this assessment. This study group would spend some time brainstorming potential test content. This could entail the creation of an extensive list of situations/incidents (field-operations, management challenges, supervisory problems, leadership challenges, etc.) that a patrol sergeant might face. The group could review the individual brainstorming lists and combine this information into a master list.

Then, the group might assign these scenarios to group members and each individual would outline several basic testing scenarios, similar to those depicted in this study briefing. The individuals would also outline general questions related to the scenarios and potentially research (and document) the appropriate responses. The group would then submit their scenarios and questions to an administrative lead. This individual would compile the scenarios into a basic practice test.

The group members would then complete the practice test under formal testing circumstances. In doing so, it may be helpful to try to formalize this situation. In other words, do not attempt to complete the practice test at your home. Also, be sure to put time constraints on yourself and hold yourself accountable for completing the work in this time frame.

The group would then meet to discuss the written answers. This part of the process is critical. Individuals should share, discuss and debate their responses. It is this process where the real “learning” occurs and you will gain the perspective of others in your group! You should take notes during these discussions as you may gain a great deal of perspective into how others would address a given scenario.

What if you prefer a “lone wolf” approach to test preparation?

Individual Study Method

Many of the recommendations included in the study group method would apply to individual preparation as well. It would be important to brainstorm scenarios, create basic testing scenarios, outline questions related to the scenarios and research/outline

the appropriate responses to these scenarios. This information would be compiled into a study guide used to prepare for this assessment.

If you choose to prepare on your own, you might try to network with others conducting similar preparation. You can share your study guide with others a few weeks in advance of the written assessment administration and review the guides created by individuals in the process!

While some individuals engaging in individual preparation will feel that they are “benefitting others” (and thus hurting their standing) by sharing a well-prepared study guide, it is important to note that these individuals can greatly benefit by viewing study guides prepared by others. The benefit will be in viewing different “scenarios” and gaining a perspective on how others would address an incident. You can then take the “best” information you obtain from other study guides and incorporate this into your study guide. You might then spend the last few weeks before the written assessment to continually review your revised study guide.

Note that these methods require no cost and simply rely on ingenuity, effort and the cooperation of others! We have found that these methods are reported in post-test candidate surveys as being the methods most associated with a high degree of success in the promotional process! Of course, the act of actively seeking out examination preparation itself shows a great deal of motivation!

Basic Test Taking Strategies

Diligent preparation for this examination will help ensure your success; however, there are other considerations that can affect your performance on the day of the exam. Your attitude on the day of the exam, the test-taking strategies you utilize, and your ability to avoid common test-taking errors can all affect the outcome of the exam. These issues are discussed in detail below.

Your physical well-being

If you can, get a good night’s sleep before the examination and eat right. Try to ensure that you are in the best possible condition, both physically and mentally on the day of the examination. Candidates in public safety promotional processes across the U.S. often work the day before or even the day of testing. Plan ahead and think how you can put yourself in the best possible situation for testing!

Arrive early

Make all necessary arrangements to ensure that you arrive early at the examination site. It would be wise to anticipate traffic delays in traveling to the site and to allocate extra travel time to ensure an early arrival even with delays. For example, you should expect that the parking lots will eventually fill up. If you expect bad weather, you might leave much earlier and nap in your vehicle in a safe place.

Give yourself ample time to settle in at the examination site. Also, note that these large examinations take time to get started. There are several thousand people that must be checked in and seated! Prepare yourself to be seated for an extended period of time before the test even starts. Getting frustrated by the line, instructions and the general methodical pace of the process will only create a negative mindset. Try to understand this in advance and work against this mindset as it is not conducive to your wellbeing and performance on the written assessment!

Read the Notice to Report Carefully—It can save you a lot of grief

The notice to report (NTR) will contain critical information. For example, it may indicate that you must bring the notice to report to obtain access to the testing site, that you must dress a particular way, and it will indicate that certain items are prohibited in the testing environment. It will list the time of test and the location. The NTR will also list certain test rules, requirements and provisions. You can be excluded, rejected or removed for violating these rules as they represent concerns with test security, access, etc. For example, if you are told to dress a certain way, you will be expected to comply. This may represent a struggle to many individuals in public safety positions as they are used to being in a position of authority. While you are an officer, you will need to yield control on the day of the test and obey the instructions of proctors, section coordinators and other test officials who are responsible for ensuring that the test is fair to everyone! Preparing yourself for this mindset may make you less tense and will help you better understand the more critical testing instructions!

Controlling Anxiety and Stress

Many candidates experience anxiety as a result of the stress and pressure to perform well on the written assessment. This is a common and natural response. Understanding this anxiety is important. This anxiety is sometimes displayed in individuals as tension or even anger (i.e., on edge, quick to be set off, etc.). Again, acknowledging these feelings may help you to relax and put yourself in a better mindset for taking the examination. As much as possible, you need to have a positive attitude on the day of the test.

Listen Carefully

Some of the instructions are administrative in nature and are meant to ensure a fair and equitable environment for the group. Some instructions will be related to the testing procedures and will help you understand what you will do and what will be required of you as a candidate. These instructions are important for getting through the testing process without any problems. In contrast, some instructions are meant to define what you will be responsible for in the written assessment (e.g., how you must answer questions, what you must include, what will happen in certain information is included, etc.). While all instructions are important to one degree or another, these instructions can impact your performance as they will define how you will answer various questions. While the instructions may be long, you will need to do your best to pay attention and comprehend all instructions related to the written assessment!

Manage Your Time

You are responsible for your own time management. It is suggested that you bring a simple wristwatch. There are several parts to the assessment process. The vast majority of individuals will complete all parts of the written assessment. If you think you typically work at a slower pace, you must be especially aware of your time when taking this test. If you find you are spending too much time on a particular section, take a break and move on to another section. All sections contribute to the scoring of the written assessment.

Also note that the written assessment may be longer than the written qualifying examination to allow you time to respond. This potentially longer time period can challenge your endurance and your time management skills.

Understand What is Being Asked of You

Read each scenario carefully. Then, read the questions very carefully. It is important that you understand what is being asked of you and that you respond to that specific question. While it may seem counterintuitive, a common mistake is to not answer the question that is being asked!

Follow the Exercise Specific Instructions

Each section (and subsection) of the written assessment will have specific written instructions and rules. It is critical that you follow these instructions and rules. For example, if you are told to create a numbered or bullet-pointed list in reference to a question, you must do so. If the instructions indicate that a narrative is not acceptable, please note that any narrative content will not be scored as you will be seen as not complying with the explicit test instructions. Also, note that the written assessment has “negative” scoring provisions. Providing a “poor” answer may result in points being deducted.

Appendix A

List of Essential and Important Job Tasks for a Sergeant in the Chicago Police Department Patrol Bureau

Note: The duties and tasks of the District Station Supervisor (DSS) are required of sergeants in the Patrol Bureau of the Chicago Police Department and thus these tasks are presented below within their relevant task grouping.

A. Personnel Supervision Activities

Essential Job Tasks

1. Provide guidance to officers on how to handle incidents to ensure a thorough preliminary investigation is conducted, and that proper and timely notifications are made.
2. Assist officers in identifying elements of crimes at incident scenes and in determining justification for an arrest, or the appropriate of specific charges.
3. Communicate significant notifications to employees (e.g., activity within district or beat, Commanding Officer (CO) Book, CPIC, court appearances, forms, memorandums) in order to prepare employees for service.
4. Conduct check-off roll calls at the end of tour of duty to ensure that officers return safely, collect, reviews, and approve submitted reports documenting officers activities for the watch (e.g., number of arrests, mission-related activities, time on foot patrol, tickets, contact cards, etc.).
5. Monitor radio traffic to ensure that dispatchers are providing appropriate information and/or that officers are handling calls appropriately (e.g., appropriate response time, time spent on call, beat integrity and disposition of call).
6. Attend and actively participate in Roll Call in order to determine who is present for duty and verify officers absent status.
7. Monitor pending and active calls on the Portable Data Terminal (PDT) in order to monitor incidents in progress, locations of patrol officers, ensure appropriate CPD response, etc. and determine the need for supervisory response.
8. Monitor officers' adherence to department procedures and legal guidelines, and instructs them on actions to be taken based on established regulations and policies, or refers them to appropriate resources.
9. Ensure arresting officers complete required reports/complaints, approve reports, and distribute them appropriately.
10. Monitor officers' activity to ensure they are carrying out assigned responsibilities as it relates to their beat assignments, missions and calls.
11. Monitor attendance and punctuality of subordinate personnel.
12. Acknowledge awareness (via radio) of calls for service and maintain awareness of such calls as required by CPD policies and procedures (e.g., person injured, gas leaks, or fight calls involving weapons).
13. Communicate specific areas of concern (e.g., crime patterns, school violence, etc.) at roll call; review training bulletins, conduct roll call training.
14. Meet with District Station Supervisor (DSS) prior to watch, and discuss roll-call agenda (e.g., to get background information on the district,/beat; address watch concerns, discuss current crime trends or violence, discuss responsibilities for roll call, etc.).

15. Notify officers of beat specific missions, circumstances involving suspicious persons or activities.
16. Communicate assignments (e.g., posts and assigned equipment) to employees in order to ensure they are prepared for service, answering questions, etc...
17. Review assigned tasks and related documents (Commanding Officer's (C.O.) Book, CAPS book, etc.)
18. Inspect employees in order to ensure they are fit for duty and have appropriate equipment (e.g., appearance inspections, vehicle inspections, policy/procedure manual, etc.).
19. Maintain general "supervisor management log (accountability)" including logging supervisor activity (your own) every 45 minutes and logging officers in twice per watch; Log officer assignment to vehicle numbers or missions based on actual staffing.
20. Determine and make daily shift assignments (e.g., special attentions, cases etc.) for subordinate personnel.
21. Direct the training of probationary police officers within the FTO structure and ensure such probationary officers are monitored, supervised and evaluated per policy.
22. Monitor compliance with in-car camera usage and downloads; monitor officers via GPS as needed.
23. Inspect the district lockup facility and document on lock-up log at least four times per shift.
24. Supervise civilian employees (i.e., lock-up keepers, crossing guard, etc.); understand their duties in order to properly supervise such staff members.

Management & Leadership Activities

Essential Job Tasks

25. Ensure officer safety is addressed in the performance of all job-related duties in both emergency and non-emergency incidents.
26. Acknowledge superior performance of officers by verbally acknowledging or recommending for department awards; Complete employee award nomination and develop commendation memos in order to recognize outstanding job performance.
27. Report significant incidents to command staff members through chain-of-command.
28. Advise officers when necessary (e.g., whether to impound cars, whether to physically arrest suspects, etc.) based on past experience, knowledge and Department Directives.
29. Brief supervisors on oncoming shift regarding important activities that occurred during the previous shift; inform other watches or appropriate management staff of major incidents.
30. Monitor and evaluate ongoing operations within area of responsibility to ensure operational efficiency and congruency with goals and objectives.

31. Assign various missions, deployments and special attentions to subordinate personnel.
32. Direct and evaluate activities of police officers assigned to patrol shifts.
33. Work to create and maintain a positive climate within span of control that results in an environment where officers can better perform their assigned tasks.
34. Develop and mentor officers as needed and ensure all officers have adequate training needed to perform their job.
35. Identify officers who need special assistance, training, or counseling.
36. Monitor employee behavior in order to identify possible personal problems or violations of CPD policy (e.g., substance abuse, stress, or sexual harassment).
37. Give continual performance-related feedback to personnel.
38. Interpret and apply relevant aspects of policy, directives, general orders and special orders to regular supervision activities.
39. Conduct internal investigations regarding the conduct of personnel and make appropriate determinations and recommendations (e.g., vehicle accidents, on-duty injury, use of force, etc.)
40. Prioritize calls for service within district when needed and appropriate.
41. Identify the resources available to address specific job-related or personal problems.
42. Recommend and/or administer disciplinary action appropriately including completion of associated reports (e.g., Infraction Reports, Summary Punishment Action Request (SPAR), Non-Disciplinary Intervention Report, Complaint Log Number).
43. Direct actions of patrol personnel to ensure district goals and objectives are met by devising and assigning tasks.
44. Act in the capacity of the individual in the next highest rank in the absence of said individual.
45. Administer oral admonishment or written reprimand by informing employee of the violation & documenting.
46. Conduct performance evaluations/appraisals on subordinate personnel.
47. Discuss performance issues as they arise in the field, or meet with subordinate personnel to discuss.
48. Refer employees to appropriate resources for assistance with personal problems.
49. Communicate clear goals and objectives for the district or watch.
50. Monitor employee activity to ensure compliance with CPD policies regarding mandated referrals and assignments.
51. Recommend disciplinary action for sustained complaints based on nature of violation and past disciplinary history in order to ensure that appropriate discipline is proposed.
52. Determine appropriate strategies for responding to reported or noted crime problems (e.g., sting operations, presentations at roll calls or involvement of other law enforcement agencies).

53. Assess possible reasons for sub-standard performance and counsels or disciplines officers on ways to improve performance, and documents actions taken, referrals, recommendations, etc.
54. Identify misconduct and or less serious transgressions and initiate appropriate level of discipline and forward such concerns to appropriate parties (Commander, IA, IPRA).
55. Counsel officers regarding personal issues and in regard to their involvement with police related issues.
56. Discuss employee personal or work-related problems with employees in order to determine scope of the problem, acquire employee's input for resolution, and outline expectations for job behavior.
57. Determine where barriers to the success of officers exist and attempt to address these barriers.
58. Develop written documentation to support recommendation regarding the behavioral intervention system and for evaluations such as psychological exams, early warning evaluations, and fitness for duty evaluations.

Important Job Tasks

59. Complete evaluations in order to document employee performance.
60. Outline department performance standards and expectations, and review individuals' performance (e.g., strengths, areas for improvement).
61. Conduct internal meetings by discussing unit activity, changes in CPD policy or procedures, activity in zones, updates from academy; answering staff questions; etc., in order to keep unit apprised of pertinent information.
62. Counsel officers and complete counseling forms (using PRS) to document behavioral alert of personnel concern status or recommend behavioral counseling.
63. Review documents such as case files and unit statistics in order to prepare for meetings.
64. Conduct meetings with employees in order to discuss employee job performance, ratings, any needed developmental activities, etc.
65. Develop written counseling documentation (e.g., in PRS) in order to detail formal counseling of employees at the district level.
66. Attend internal meetings in order to discuss policy changes, command memoranda, patrol goals, upcoming events; provide case updates, proposed strategies for handling problems, etc.
67. Supervise various missions as required by the District Commander (i.e., burglary, robbery, seat belt, etc.).
68. Conduct regular inspections (e.g., weekly vehicle inspections and weapons inspections, etc.).

Administrative Management Activities

Essential Job Tasks

69. Review and approve all relevant reports (written or through AIRA) and forward them through the department chain-of-command for processing. (e.g., case reports, hospitalization reports, auto thefts/recovery reports, contact cards).
70. Review paperwork associated with, and complete paperwork associated with critical events such as injury on-duty reporting, use-of-force and vehicle crash/damage reports, consent to search forms, and other high profile incidents.
71. Review written reports produced by subordinate personnel (e.g., traffic and general citations, Incident Case Reports, Traffic Crash Reports, etc.) to ensure their accuracy, completeness, detailing of the elements, appropriate spelling and grammar, etc.; Approve or reject reports.
72. Review general orders, special orders, policies and directives.
73. Review e-mail and other communications in order to determine responsibilities for self and staff.
74. Verify and approve inventory of property and ensure the security of inventoried property under department control.
75. Complete supervisor's management log to record patrol activities performed during the watch and forwards log to Commander/Executive Officer at end of tour.
76. Direct officers to document vehicle/equipment damage on appropriate reports and review these reports.
77. Notify DSS of any overtime required for self or officers.
78. Document and secure evidence, determine amount taken in, validate amounts, etc.
79. Investigate and resolve Complaint reports (e.g., CL, CR, etc.) and attach appropriate documents (e.g., Case Report, Arrest Report) in order to provided required documentation of complaint.
80. Review facts and circumstances of officers' involvement in traffic accidents and determine if accidents were preventable or non-preventable as required by Department directives.
81. Conduct detailed inspections in order to ensure that officers have proper weapons, ammunition, vest, flashlight, etc., and that weapons, vehicles, and equipment are clean and in good working order.
82. Completes or reviews required reports relating to Traffic Crash Reports as outlined in department directives and ensures driver and witness statements are obtained.
83. Review items on relevant computer systems in order to identify any computer-generated reports and tickets produced by subordinates that were rejected by supervisor or Central Records personnel and ensure proper completion.
84. Review crime statistics in order to identify crime patterns.
85. Read CPD daily bulletin in order to stay apprised of current events and activities.
86. Review court notification and/or subpoena log in order to determine staff scheduled to attend court.
87. Perform special duties and projects as assigned by supervisor.

88. Review elective time/comp. time and determine whether to allow personnel time off in order to maintain appropriate staffing levels.
89. Review reports and citations to develop summaries of significant events that occurred for the beat or watch in a specified period in order to complete required reports.
90. Access data in CPD computer databases in order to obtain information for responding to requests, verifying information, etc.; Conduct intranet searches to obtain information.
91. Prepare attendance and assignment sheets daily.
92. Use reference materials, such as directories, software or equipment manuals, and dictionaries in order to obtain information to support job duties.

Important Job Tasks

93. Review general and traffic arrest citations in order to document the validity of the citations.
94. Review crime statistics in order to identify the effectiveness of special details.
95. Review and analyze crime statistics, service-call data and other relevant information to make appropriate recommendations, to improve operational efficiency and to prepare relevant reports.
96. Maintain personal calendar of events (e.g., court appearance dates, city events, and payroll activities) in order to ensure job duties are carried out as needed.
97. Compose routine correspondence (or reports) to communicate important information to the district, beat, etc.
98. Issue and document supplies and equipment (i.e., radio, etc.) to employees.
99. Enter data from reports, logs, etc., into CPD computer databases in order to track activity, missions, etc.
100. Determine whether to approve special employment opportunities.

Internal Supervisor Complaint Investigations and Employee Grievances

Essential Job Tasks

101. Interview and take statements from citizens and employees regarding complaints in order to determine facts, determine whether to file a formal complaint, explain relevant policies and procedures to the complainant, etc. ; Meet with citizens regarding complaints, concerns or questions.
102. Review General Orders, Special Orders, ICS, Municipal Code, and other policies and procedures, etc., in order to obtain information necessary for responding to complaints.
103. Investigate situations involving officer use of force, incidents of battery on a police officer, and officer weapons discharges, and ensure all reports are completed and submitted to the DSS—complete TRRs.
104. Investigate situations involving officer injuries and complete appropriate reports.
105. Ensure a complete thorough and timely investigation is conducted.
106. Complete appropriate initiation reports regarding complaints received against officers, contact IPRA and ensure all proper notifications are made.

- I 07. Complete all forms related to complaint investigation (e.g., To-From Subject Report), finding, and disciplinary recommendations and forwards them through the chain of command.
- I 08. Contact accused officer in writing, verbally inform the officer of administrative or criminal rights, notification of charges, waiver of counsel, etc and complete appropriate forms.
- I 09. Create a Complaint Log (CL) number within designated time limits, and notifies complainants and DSS of CL numbers.
- I 10. Contact complainant when assigned CL, and request an affidavit if they wish to move forward with the complaint and interview them to obtain a clear understanding of the incident.
- I 11. Review all interview and investigation information, whether the statements are sustained, not sustained, unfounded, or exonerated, according to department directives and recommend any disciplinary action based on the finding.
- I 12. Interview accused officer to obtain a statement and/or written report answering the allegation(s).
- I 13. Conduct internal investigations regarding complaints and other violations, monitor progress of internal investigations and make appropriate recommendations.
- I 14. Make appropriate determinations regarding CL initiation, the use of SPARS, how the type of complaint affects the investigation, etc.
- I 15. Maintain confidentiality of various personnel issues and investigations.

Important Job Tasks

- I 16. Complete and attach appropriate documents (e.g., court records and Comp. Time forms) in order to document whether an officer attended court.

General Law Enforcement Activities

For the following statements, a CPD sergeant may either perform the task OR ensure that the task is performed by subordinate police officers:

Essential Job Tasks

- I 17. Drive automobile in a non-emergency mode in order to travel to locations as required by job duties or to carry out patrol duties.
- I 18. Operate police equipment (other than the vehicle) in the course of routine patrol operations (including a police radio, PDT/computer, phone, flashlight, etc.).
- I 19. Enforce state, and local laws and ordinances and/or supervise the enforcement of such laws.
- I 20. Respond to routine calls for service to serve as back-up to patrol officers.
- I 21. Drive police automobile in an emergency mode, using equipment such as blue lights and siren in order to arrive at sites as quickly and safely as possible.
- I 22. Ensure protective pat-search of suspects in order to ensure safety.
- I 23. Ensure that a suspect is searched and the area within suspect's immediate control incident to arrest.

124. Coordinate outdoor searches (e.g., line or grid search) in order to locate suspects, missing persons, evidence, etc.
125. Ensure that suspects are appropriately subdued using verbal commands and appropriate physical force (e.g., OC gas, batons, guns) in order to take them into custody; Includes the use of force up to and including deadly force as necessary.
126. Pursue or monitor the pursuit of suspects in police automobile after noting evidence of appropriate violations of criminal law in order to stop them for further investigation or enforcement.
127. Coordinate indoor searches in order to locate suspects or evidence.
128. Participate in warrant briefing by ensuring that coordinating officer covers pertinent details (e.g., interior description and safety issues) and provide instructions and information as needed (e.g., assignments, procedures to follow, and back-up plans) in order to ensure that the warrant is safely executed.
129. Ensure that offenders are arrested in order to enforce laws.
130. Ensure that vehicle searches are conducted in order to locate evidence, in accordance with legal guidelines.
131. Ensure that suspects are questioned in order to gain information to determine whether a violation of criminal or traffic law has occurred.
132. Respond to routine calls for services as a primary call-taker or patrol a beat/sector as a primary responding police officer, when needed.
133. Ensure medical attention (first aid, CPR, etc.) is provided in order to preserve life.
134. Ensure that officers provide safety, security and crowd control at target locations (e.g., special events, sporting events, etc.).
135. Ensure that Miranda Warnings are administered in order to ensure suspect is afforded Constitutional rights.
136. Ensure that suspects are pursued by foot in order to apprehend them.
137. Notify officers of changes in court dates as appropriate.
138. Testify in court in order to present personal observations and actions relating to causes being tried, and evidence regarding violations of criminal or traffic law.
139. Monitor activities during emergency operations in order to ensure equipment is distributed and collected as needed and that service to the community is maintained.
140. Review search warrant after seizure of property in order to ensure that seized items are accurately documented and inventoried.
141. Review documents and discuss cases with other involved officers, experts, etc. in order to prepare for court testimony.
142. Ensure that officers talk with community residents and employees of businesses in order to establish rapport and gather information regarding criminal activity.
143. Ensure that officers appropriately determine whether to require substance abuse testing for drivers involved in traffic accidents.

- I44. Ensure that officers provide aid to stranded motorists by radioing for assistance or by transporting to a place of safety.
- I45. Ensure that officers appropriately perform vehicle inventory incident to arrest or impound.
- I46. Ensure that officers follow-up with citizens who have reported a problem in order to determine if the problem has been resolved and to inform them of police actions taken.
- I47. Ensure that officers check drivers' licenses, insurance cards, etc., in order to ensure drivers have required documentation.
- I48. Ensure or initiate traffic stops for observed violations and enforce traffic and parking laws/ordinances, when necessary.
- I49. Notify court, per DSS approval, of officers who are unable to attend scheduled appearances.
- I50. Participate on entry team in order to execute the warrant.

Important Job Tasks

- I51. Provide directions, general information related to geographic area of assignment, etc., in order to provide a public service.
- I52. Ensure that officers discuss state laws, city ordinances, CPD policies, etc. with suspects and other citizens in order to inform them, as needed.
- I53. Ensure that officers observe activity in a public area, on-site or via video camera, in order to maintain security of assigned area.
- I54. Discuss with court personnel issues such as scheduling conflicts which prevent court attendance, dates for rescheduled cases, etc.

Important Specialized Job Tasks

- I55. Complete application for a search warrant in order to document probable cause for obtaining the warrant, scope of the search, etc.
- I56. If needed, review search warrant in order to ensure the validity of the warrant (e.g., correct address, signature of judge, and timeliness) and to become familiar with the details of the warrant.
- I57. If needed, review application for a search warrant in order to ensure that all necessary information is included and is accurate (e.g., probable cause has been established, information is correct, scope of proposed search is appropriate, elements of a crime have been established etc.)
- I58. If needed, ensure appropriate personnel and equipment (e.g., ram, entry tools, raid vests, etc.) are present in order to safely execute the warrant.
- I59. Conduct debriefing meeting with officers involved in serving a warrant in order to discuss techniques that worked well, problems encountered, possible changes in procedure, etc.

Incident Command and Field-Operations/Management Activities

Essential Job Tasks

- I60. Talk to officers on the scene in order to ascertain facts relevant to the scene.
- I61. Observe the scene in order to ensure appropriate responses are being made.

162. Command and supervise ongoing suspect pursuits by instructing officers on actions; evaluate pursuit, decide whether the pursuit should be continued or terminated and respond immediately to the pursuit termination point; Determine whether the safeties of citizens or officers is at risk and make sure police pursuit complies with Department Directives (conduct balancing test).
163. Respond to incidents and assume command of the scene until relieved by command of a higher-ranking officer from the patrol division.
164. Respond to any calls that are in progress (e.g., shootings, burglary, shots fired, domestic violence calls) when needed; assume command of the scene until resolved or relieved by command of a higher-ranking officer from the patrol division.
165. Monitor and supervise incident scenes to protect the scene, including establishing an inner and outer perimeter; ensure scene access for all emergency medical personnel.
166. Direct the security of the crime scene (e.g., tape off scene) upon arrival in order to preserve evidence.
167. Respond to serious incidents (hazmat, suspicious packages, bomb threats, school violence, HBT, high profile incidents, etc.) as a supervisor; assume command of the scene until relieved by command of a higher-ranking officer from the patrol division.
168. Coordinate and direct the actions of officers at incident scenes; provide expertise and guidance at the scene while serving as an initial incident commander.
169. Notify chain of command in the event of a serious injury or death.
170. Ensure contact is made with resources external to CPD [e.g., Chicago Fire Department, ambulances, other city departments, other law enforcement agencies, and FBI] in order to ensure appropriate response to the incident (via OEMC).
171. Notify contact is made with emergency units and public resources (e.g., Chicago Transit Authority, METRA, utility companies, media, ambulance service) of an incident scene (e.g., gas main leak, hazardous materials spill, barricaded gunman, large crime scene, accident) in order to minimize the impact on the public (via OEMC).
172. Ensure proper notifications are made to appropriate CPD resources (e.g., SWAT, K-9, News Affairs, and/or detective bureau) in order to ensure appropriate response to the incident.
173. Assign tasks and provide direction to officers and personnel on scene and off scene.
174. Determine if situation requires a SWAT response (for example, barricaded gunman or hostage situation).
175. Be responsible for and make tactical and/or operational decisions at an incident scene (e.g., barricaded hostage, methods of apprehension, etc.), until relieved by a higher ranking officer.
176. Acknowledge via radio that you will respond to the incident scene.
177. Ensure bystanders, news media are kept clear of victims, while controlling scene safety.

178. Interview suspects, victims, and witnesses in order to obtain facts of the incident (e.g., regarding injuries, OC gas usage, or events witnessed).
179. Ensure evidence is secured until it is appropriately processed.
180. Determine need for evacuation of streets or structures in order to ensure public safety.
181. Direct responding resources under your control (e.g., officers, detectives, and/or I.D. technicians) regarding actions necessary to ensure appropriate resolution of the incident.
182. Orally communicate with command staff and/or other appropriate units in order to keep them apprised of relevant information.
183. Develop a plan of action for implementing an evacuation (e.g., exits to use and route of escape for evacuees) in order to ensure a safe operation.
184. Ensure adequate personnel allocations for calls for service.
185. Ensure that controlled substances are secured and inventoried in order to maintain chain of custody.
186. Establish a command post at incident or event scenes by identifying a proper location near the scene that has good access, in order to establish a central location for coordinating activities.
187. Receive an oral briefing with officers regarding preliminary investigation of incidents; question officers to ensure proper adherence to Department Directives, and direct future actions as necessary.
188. Supervise the collection of evidence in order to ensure appropriate procedures are followed.
189. Determine areas to patrol based upon such factors as crime statistics, citizen requests, intelligence, supervisory direction, directed patrol requests, etc., in order to impact the crime rate in those areas.
190. Serve in the role of the District Station Supervisor (DSS) as needed and perform all duties associated with this role.
191. Set up a staging area at incident or event scenes in order to provide a location for responding or participating resources.
192. Provide incident management at major traffic scenes.
193. Advise personnel regarding appropriate procedures, applicable laws and department policy.
194. Request specialized units from other CPD units or external resources as needed (state patrol, fire department, etc.) in order to ensure appropriate response to a violation.
195. Ensure that a crime scene log is created in order to document who has been on the crime scene.
196. Send messages via Portable Data Terminal (PDT) in order to disseminate information regarding the incident.
197. Conduct debriefing with subordinates after a critical incident to improve future performance.
198. Orally communicate with specialized CPD units, external agencies and/or the media at an incident scene.
199. Direct crowd control team (e.g. monitor actions and provide instructions) in order to coordinate officers for crowd control.

200. Direct activities during the detail or special event by communicating instructions and information to personnel staffing the event.
201. Gather information about concerns specific to a sector/district, identify problems and develop and implement methods to target these concerns.
202. Orally provide information to Office of News Affairs regarding the incident.

Important Job Tasks

203. Oversee external investigations, review documentation and provide appropriate guidance and management, as necessary.
204. Conduct planning and coordination for special events within your patrol district (e.g., local festivals, etc.)

Important Specialized Job Tasks

205. Formulate contingency plans for large scale events.
206. Plan specific tactical operations (e.g., DUI checkpoints, vehicle assaults, drug stings, speed traps, underage-alcohol-violation stings, raids, etc.).

Communications and Public Service

Essential Job Tasks

207. Discuss significant activities with personnel from other shifts in order to ensure that pertinent information is passed along.
208. Orally communicate with your chain of command in order to coordinate routine work activities or exchange routine information.
209. Orally communicate with individual staff in your district in order to coordinate routine work activities or exchange routine information.
210. Provides support for individuals who have encountered stressful situations (e.g., officer involved in a shooting or individual who has experienced a death in the family) in order to provide support and assistance; refer individual to employee assistance.
211. Explain policies, procedures, or laws to citizens, other CPD personnel, employees of other departments, suspects who want to see a supervisor, etc., in order to respond to questions, clarify information, etc.
212. Discuss cases and criminal activity with representatives of other law enforcement agencies (local and state) in order to coordinate investigations, arrests, exchange of property, etc.

Important Job Tasks

213. Orally communicate with personnel of other CPD areas in order coordinate routine work activities or exchange routine information.
214. Discuss with individual citizens complaints about actions or events related to your work unit in order to address their concerns.
215. Discuss with individual citizens problems they consider to fall under the jurisdiction of CPD, in order to gather information for determining appropriate CPD response or to refer the citizen to an appropriate resource.

216. Explain procedures for securing residences or businesses to make them less likely to be a target of crime, etc., in order to provide a public service.
217. Orally communicate with personnel of other City departments in order to coordinate routine work activities or exchange routine information.

Training Activities

Essential Job Tasks

218. Qualify on firing range by completing shooting exercises at required level of proficiency.
219. Instruct subordinates on an individual basis in order to correct deficiencies and facilitate development of new skills.
220. Attend In-Service trainings to update relevant job knowledge (e.g., CAPTS, suicide awareness, DNA technology, child safety car seats, etc.).

Important Job Tasks

221. Request training/instructional courses.
222. Develop roll call training materials in order to ensure that appropriate information is disseminated to CPD employees and administer such materials during roll call (e.g., ensure new policies/directives are communicated and understood by all, etc.).
223. Train other personnel and new officers in a field-training or classroom environment.
224. Ensures compliance with online training programs (e.g. e-learning, streaming videos, etc.)

Appendix B

List of Essential Knowledge Areas for a Sergeant in the Chicago Police Department Patrol Bureau

KNOWLEDGE AREAS

1. Policies and procedures involved in handling critical supervisory issues/events including use of force incidents, vehicle pursuits, etc.
2. Law enforcement methods, approaches, procedures and policies that define and limit the powers and authority of law enforcement (e.g., weapons, use of force, warrants, arrests, investigative stops, orders of protection, etc.).
3. IL Compiled Statutes concerning criminal offenses (e.g., Offenses against persons, property and the public health or safety; criminal code, etc.)—ICS 720.
4. Policies and procedures involving the officer's and supervisor's role/duty in the response to critical incidents (e.g., active shooter, police involved shooting, barricaded suspect, etc.). This includes the supervisor's duty at such scenes and issues related to incident command and management.
5. Policies and procedures related to securing of crime scenes and conducting preliminary investigations (e.g., securing the scene, witness interviews, canvassing the scene, etc.).
6. Constitutional law and recent and seminal court decisions affecting law enforcement (e.g. search and seizure, authority to detain and arrest, interviews and interrogations, Terry v. Ohio, Miranda v. Arizona, etc.).
7. Policies and procedures related to felony arrests, search and seizure, warrants and related issues.
8. IL Compiled Statutes concerning families (e.g., IL domestic violence act, etc.)—ICS 750.
9. IL Compiled Statutes concerning children (e.g., missing children registration act, abused and neglected child reporting, missing children records act, etc.)-ICS 325.
10. Policies and procedures related to the processing and transport of persons under department control (e.g., arrestees, lockup procedures, bonding procedures, felony approval of charges, etc.).
11. Policies and procedures involving the handling of special populations (i.e., juveniles, mentally ill, witnesses/complainants, etc.).
12. IL Compiled Statutes concerning vehicles (e.g., traffic enforcement/law, vehicle theft, DUI, etc.)—ICS 625.
13. Legal considerations concerning the interview process (e.g., Miranda, juvenile interviews/questioning, etc.) and interviewing method and techniques (e.g., interviews with sensitive victims, videotaping requirements, canvassing for witnesses, etc.).
14. Policies and procedures related to the handling of emergency responses, major incidents and special operations (e.g., Hazmat incidents, school violence, shootings, HBT incidents, etc.).
15. Chicago Municipal Code (e.g., gun possession, traffic, licenses, vendor violations, permits, disorderly conduct, use of weapons, etc.).
16. Criminal classification of incidents according to the internal Incident Reporting Guide, as well as non-criminal classification of incidents.
17. Department personnel policies, procedures and rules (e.g., SPAR, CR investigations, etc.) involving discipline, internal/external complains, grievances and related supervisory matters.

18. IL Compiled Statutes concerning criminal procedural law (e.g., grand jury, trial procedures, probable cause, preliminary hearings, reasonable doubt, etc.)—ICS 725.
19. Law enforcement supervision, management and leadership techniques and principles.
20. Notification requirements and other communication procedures internal to CPD (e.g., written and verbal notifications, situations requiring notifications, PDT, radio, etc.).
21. Policies and procedures defining the scope of duty of police officers and police supervisors, including command authority and rights of management.
22. Policies and procedures defining the scope of duty of police officers and police supervisors, including command authority and rights of management.
23. Personnel policies and procedures that allow for proper supervision of subordinate personnel (i.e., sick leave usage, performance of duties, conduct of duty/professional conduct, etc.)
24. Department and external computer resources and databases (e.g., NCIC, LEADS, CPD Intranet, CLEAR system, CABOODLE, internet, etc.).
25. Local collective bargaining agreements for various entities to include the rights of officers, civilian staff, etc.
26. Crime conditions, trends, patterns and crime reduction strategies (e.g., CAPS initiatives, SOPs, current department strategies, current department missions, etc.)
27. Community policing strategies, policies, techniques and other general or department problem-solving efforts.

Appendix C

List of Essential Skills, Abilities and Other Characteristics

SKILLS, ABILITIES and OTHER CHARACTERISTICS

These areas were identified in the job analysis as being critical to the position of a patrol sergeant. Not all areas can be assessed in a written assessment exercise based on the format and other considerations. Other areas (especially some of the General Skills and Other Personal Characteristics are appropriate for evaluation in the Merit Selection Process).

Job-Related Skills

1. **Management and Supervision:** Ability to direct and guide personnel in the accomplishment of goals and tasks. Includes skill in monitoring activities, evaluating results and acting positively on this information. Expectations and standards are clearly communicated and consequences exist for insufficient performance. Ability to assert proper authority and be assertive while maintaining the trust and respect of subordinates. Being available to employees and encourage positive communications and other behaviors that fosters commitment to the task. Skill in prioritizing and delegating the work of others. Accept responsibility for the decisions and actions of employees under supervision. (Related terms: Delegation, Approachable, Prioritization of work)
2. **Leadership:** Ability to set a proper tone for the functioning of the organization through one's actions and behavior. Identify goals and objectives and guide, direct and/or motivate individuals to gain positive commitment to goals and objectives. Use influence to gain support for your identified goals and objectives. Ability to serve as a role model in behavior, practice and word. Ability to motivate the organization as a whole to achieve greater efficiency and a higher level of purpose. Treats employees fairly, ensuring facts guide decisions and avoids allowing emotions to dictate action. Identify individual or team strengths and weaknesses and develop plans to target these areas. Coach and develop others to greater success. Use positive means to encourage achievement and performance. (Related terms: Coaching, Motivating, Encouragement).
3. **Planning and Organization:** Skill in establishing a course of action for oneself and others to accomplish goals. Skill in properly planning assignments, work duties and tasks; appropriate allocation of resources to ensure efficient, timely and smooth department operations. Ability to anticipate future needs and plan for the allocation of resources to meet those needs. Balancing priorities while allocating work that results in the best use of time and relevant resources.
4. **Public Relations Skill/Sensitivity:** Ability to deal with the public in such a way as to protect the image and reputation of the department while providing the public or individuals with necessary or requested information. The ability to deal prudently with information such that the integrity of individuals or the department as a whole is not compromised. Be aware of social or political pressures and deal with outside expectations in a positive manner.

General Skills

5. ***Interpersonal Skill:*** Ability to successfully and appropriately handle interpersonal interactions with others to gain trust, respect and mutual understanding. The ability to act with tact and diplomacy in dealings with the public - keeping public relations concerns in mind when interacting with other agencies and the general public. Ability to counsel, support and be empathetic towards others, trying to understand the perspective of other individuals. Ability to listen to others and be considerate of the concerns of others. Ability to maintain positive work relations with others via open and sincere communications and interact with people of diverse backgrounds. Ability to listen to others and understand different perspectives. (Related terms: Listening, Empathy)

6. ***Oral Communication:*** Ability to speak in a clear, concise, understandable and appropriate manner. Ability to deliver a message to individuals and groups in such a way that others clearly understand the meaning of an intended message. Appropriate use of nonverbal cues, such as good eye contact, body language and other non-verbal communication to support your message. Oral communication differs from interpersonal skill in that oral communication deals with the content of the message while interpersonal skill deals with the surrounding aspects of communication.

7. ***Written Communication:*** Ability to convey written messages in a clear, concise and easy to comprehend format. Clear expression of ideas in writing to convey intended meaning. Ability to use correct spelling, grammar, syntax, punctuation and proper subject-verb agreement. Tailor message appropriately for different audiences.

General Abilities

8. ***Problem Analysis/Problem-Solving:*** Ability to quickly perceive problem areas, identify options and the potential impact of various solutions. Ability to determine courses of action/solutions to problems. Ability to plan a detailed path toward resolution of the issue in question and to implement targeted solutions.

9. ***Reasoning and Analytical Thinking:*** Ability to use knowledge, experience and logic to accurately perceive the important elements of a situation, interpret the information available, evaluate the situation and determine plausible courses of action that would bring about a desirable result. Ability to use facts to reason through a particular problem, determine inconsistencies and complexities, recognize problems and decipher a logical course of action. Use of common sense and intelligence in handling day-to-day activities, problems and decisions.

10. ***Judgment and Decision-Making Ability:*** Ability to understand when a decision must be made and to have the willingness to make a decision. Ability to quickly and efficiently determine an appropriate course of action to target a particular

situation and make a timely and sound decision. Ability to assess risks and make a decision under duress and in some cases, without full knowledge of all parameters effecting the decision.

11. **Observing/Listening and Memorization/Recall:** Observing and noting events/incidents, actions, behaviors and details through observation and/or listening, Storing such information in memory for later retrieval and recalling such information when necessary.

Other Personal Characteristics

12. **Teamwork Orientation:** Ability to work with others in a positive, goal-oriented manner. Willingness and ability to accept a particular role in a team and selflessly carry out that role. Actively supports goals and objectives set forth by the agency. Ability to remain positive about work despite trying circumstances.
13. **Conflict Resolution:** Ability to de-escalate tense situations and quiet potential disturbances. Ability to mediate or negotiate interpersonal or physical conflict between individuals resulting from differences of opinion, attitude, beliefs or values.
14. **Integrity:** Ability to act in an honest and fair manner that is consistent with one's vision, values and moral principles. Willingness to accept responsibility for actions in the face of scrutiny when things go wrong. Ability to display a high degree of integrity and professionalism in action and word.
15. **Commitment to Work and Professionalism:** Remaining committed to one's work despite challenges, obstacles and potential opposition one may face. Sets high goals and standards in regard to work performance and works diligently to achieve those standards. Demonstrates a positive regard to one's profession and a commitment to excellence. Is professional in regard to demeanor, behavior and attitude. Takes feedback and learns from experiences to better one's self. (Related terms: Professional Development, Self-Development).
16. **Dependability (Work and Personal):** The ability to follow through on work without prompt. Requires little oversight based on mutual trust. Remains diligent concerning work and dedicated to the task at hand. Consistent and dependable in regard to personal actions and behavior.
17. **Conscientiousness:** Thoughtful, careful/cautious, diligent and vigilant in regard to work and task performance. Exhibits a strong attention to detail. Maintains a strong work ethic, perseverance, productivity and desire to perform well. In addition, highly organized, systematic and efficient. (Related terms: Attention to detail, perseverance, organized, careful)

18. **Initiative and Self-Motivation:** Ability to remain motivated to perform one's job despite difficult circumstances, distractions or monotonous work. Ability to anticipate a need and take independent action when necessary and conduct tasks without being instructed to do so. Ability to actively influence events, rather than having those events dictate a course of action. Ability to work without supervision and accomplish tasks without prodding.
19. **Composure and Stress Tolerance:** Ability to work under stress and perform in unpleasant or traumatic circumstances. Ability to remain calm in stressful situations. Ability to handle stressful situations appropriately, remaining poised and professional. Ability to maintain emotional control and even tempered when faced with stressful situations. Maintaining work standards and focus while working under these conditions.
20. **Adaptability:** Ability to adapt and change to accommodate circumstances. Ability to demonstrate flexibility in behavior and action. Ability to quickly and efficiently determine an appropriate course of action to target a particular situation. Accepting and accommodating to change.

Appendix D
Suggested Written Assessment Reading Material

Suggested Written Assessment Reading Material

The following presents the suggested reading material for the written assessment—it is nearly identical to the written qualifying examination. While the written assessment is not necessarily a primarily source referenced assessment, you will find that you can prepare for such a test.

INTERNAL SOURCE MATERIAL

General Orders, including the following:

from 01- Department Organization

G01-01	Mission Statement and Core Values
G01-03	Department Directives System
G01-04	Boundaries: Beat, Sector, and District

from 02- Human Rights and Community Partnerships

G02-01	Human Rights and Human Resources
G02-01-03	Interactions with Transgender, Intersex, and Gender Nonconforming (TIGN) Individuals
G02-02	The First Amendment and Police Actions
G02-02-01	Investigations Directed at First Amendment-Related Information
G02-02-02	Other Police Action Which May Impact First Amendment Conduct
G02-04	Prohibition Regarding Racial Profiling and Other Bias Based Policing

from 03- Field Operations

G03-01	Communications Systems and Devices
G03-01-01	Radio Communications
G03-01-02	Personal Radio Procedures
G03-02	Use of Force Guidelines
G03-02-01	The Use of Force Model
G03-02-02	Force Options
G03-02-03	Deadly Force
G03-02-05	Incidents Requiring the Completion of a Tactical Response Report
G03-02-06	Weapon Discharge Incidents Involving Sworn Members
G03-03	Emergency Use of Department Vehicles
G03-03-01	Emergency Vehicle Operations – Pursuits
G03-03-02	Emergency Vehicle Operations – Nonpursuits
G03-03-03	Helicopter Support of Motor Vehicle Pursuits

from 04- Preliminary Investigations

G04-01	Preliminary Investigations
G04-01-01	Alternate Response Section Case Reporting Policy
G04-01-02	Investigations – Chicago Public Schools
G04-02	Crime Scene Protection and Processing

G04-03	<i>Interrogations: Field and Custodial</i>
G04-04	<i>Domestic Incidents</i>
G04-04-01	<i>Orders of Protection</i>
G04-04-02	<i>Domestic Incident Notice</i>
G04-05	<i>Missing/Found Persons</i>
G04-06	<i>Hate Crimes and Related Incidents Motivated by Hate</i>
G04-07	<i>Preliminary Investigations - Traffic Crashes</i>
G04-07-01	<i>Hit and Run Crashes</i>
G04-07-02	<i>Crashes – Fatalities or Life Threatening Injury</i>
G04-08	<i>Driving While Under the Influence (DUI) and Zero Tolerance</i>
G04-09-01	<i>Exposure Determination/Universal Precautions</i>
G04-09-02	<i>Post-Exposure Procedures</i>
G04-10	<i>Minors in Need of Medical Care</i>

from 05- Extraordinary Responses

G05-01	<i>Immediate Emergency Plan</i>
G05-03	<i>Critical Incident Response Program</i>
G05-04	<i>Hazardous Material (HAZ-MAT) Incidents</i>
G05-06	<i>Active Shooter Incident Plan</i>
G05-07	<i>Emergency Action Plans for Department Facilities</i>

from 06- Processing Persons

G06-01	<i>Processing Persons Under Department Control</i>
G06-01-01	<i>Field Arrest Procedures</i>
G06-01-02	<i>Restraining Arrestees</i>
G06-01-03	<i>Conducting Field and Strip Searches</i>
G06-01-04	<i>Arrestee and In-Custody Communications</i>
G06-02	<i>Lineup Procedures</i>
G06-03	<i>Felony Review by Cook County State's Attorney</i>

from 07- Processing Property

G07-01	<i>Inventory System for Property Taken Into Custody</i>
G07-01-01	<i>Recovered/Seized Computer Equipment</i>
G07-02	<i>Firearms Taken into Custody or Turned In</i>
G07-03	<i>Vehicle Towing and Relocation Operations</i>

from 08- Professionalism

G08-01	<i>Complaint and Disciplinary Procedures</i>
G08-01-01	<i>Department Member's Bill of Rights</i>
G08-01-02	<i>Specific Responsibilities Regarding Allegations of Misconduct</i>
G08-02	<i>Court Attendance and Responsibilities</i>
G08-03	<i>Prohibition on Associations with Criminal Organizations</i>

from 09- Information Management

G09-01	Computerized Information Systems
G09-01-01	Access to Computerized Data, Dissemination and Retention of Computer Data
G09-01-05	Department-Issued Electronic Communication Devices
G09-01-06	Use of Social Media Outlets
G09-02	News Media Guidelines

From 10 - Gang and Narcotics Abatement

G10-01	Gang Violence Reduction Strategy
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Special Orders, including the following:

from 01- Department Organization

S01-01-10	CLEAR Automated Department Awards System
S01-04	Watch Changes – Roll Call Training

from 02- Human Rights and Community Partnerships

S02-01	Human Rights and Human Resources
S02-01-01	People with Disabilities
S02-01-02	Abused and Neglected Child Offenses
S02-01-03	Crime Victim Assistance
S02-01-04	Alcohol and Drug Dependent Persons
S02-01-06	Abandoned Newborn Infant Protection Act
S02-02	The First Amendment and Police Actions
S02-02-01	Investigations Directed at First Amendment-Related Information
S02-03-02	District Plans
S02-03-04	City Service Requests
S02-05-06	Sex Offender Registration and Community Notification

from 03- Field Operations

S03-01	Communications
S03-01-02	Personal Radio Procedures
S03-01-03	Recorded Voice Transmissions Requests
S03-01-08	Administrative Message Center
S03-02	Use of Force
S03-02-01	Firearm Discharge in Incidents other than the Destruction of Animals
S03-02-02	Other Weapon Discharge Incidents
S03-02-03	Incidents Requiring the Completion of a Tactical Response Report
S03-02-04	CLEAR Automated Tactical Response Report
S03-03	District Operations
S03-03-03	District Station Supervisor
S03-03-04	District Field Supervisor
S03-05	In-Car Video Systems

S03-06 Squadrol Operating Procedures
S03-10 City Claims Notification Program

from 04- Preliminary Investigations

S04-01-01 Alternate Response Section Procedures
S04-01-02 Chicago Public Schools – Entering During Closed Hours/Notifications
S04-01-03 Landlord-Tenant (Lockouts)/Innkeeper-Guest Disputes
S04-02 Crime Scene Protection and Processing
S04-03-10 Vehicle Theft and Wanted Vehicle Procedures
S04-04 Domestic Incidents
S04-04-01 Orders of Protection
S04-04-02 No Contact Order
S04-05 Missing/Found Persons
S04-05-01 AMBER Alert Notification Plan
S04-06 Hate Crimes and Related Incidents Motivated by Hate
S04-07 Preliminary Investigations - Traffic Crashes
S04-07-03 Traffic Crashes Involving Department Members
S04-07-04 Traffic Crashes- Damage to Government Property
S04-08 Driving While Under the Influence (DUI) and Zero Tolerance
S04-08-01 DUI Investigations - Chemical Testing Procedures
S04-08-04 DUI Investigations – Additional Responsibilities
S04-09 Post-Exposure Procedures
S04-10 Drowning, Procedures for Reporting
S04-11 Bomb, Arson, and Fire Incidents
S04-11-01 Unattended Packages
S04-12 Incidents Involving Animals
S04-13-01 Officer's Battery Reporting Procedures
S04-13-07 Miscellaneous Incident Reporting Procedures
S04-13-08 Information Report System
S04-13-09 Contact Information System
S04-13-11 Federal Death in Custody Reporting
S04-13-13 Automated Information Report System
S04-14-05 Traffic Violators, Name Checks, and Bonding
S04-14-04 Parking and Compliance Violations
S04-14-07 Public / Private Parking Complaints
S04-19 Search Warrant and Consent to Search Incidents
S04-19-01 Consent to Search Incidents
S04-20 Handling Persons in Need of Mental Treatment
S04-20-01 Handling Arrestees in Need of Mental Treatment
S04-20-02 Persons Subject to Involuntary or Voluntary Admission Non-Arrestees
S04-21-01 Preliminary Investigations: Required Immediate Notifications
S04-22-01 Exemptions and Restrictions for Issuing ANOV Citations
S04-23 Ordinance Complaint Form
S04-25 City Licensed Premises and Licensees
S04-26-12 Alternative Cannabis Enforcement Program

from 05- Extraordinary Responses

S05-02	Special Response Plans
S05-03	Critical Incident Response Program
S05-05	Special Weapons and Tactics (SWAT) Incidents
S05-06	Active Shooter Incident Plan
S05-06-01	Safe School Information Package
S05-14	Crisis Intervention Team (CIT) Program
S05-14-01	Crisis Intervention Team (CIT) Response

from 06- Processing Persons

S06-01	Processing Persons Under Department Control
S06-01-01	Releasing Arrestees Without Charging and Waiving Fingerprint Results
S06-01-02	Detention Facilities General Procedures and Responsibilities
S06-01-03	Arrestees' Property Inventory Procedures
S06-01-04	Arrestee Identification Process
S06-01-06	Arrest Report and Related Documents
S06-01-07	Required Lockup Standards and Reporting
S06-01-08	Detention of Warrantless Arrestees Prior to Charging and Duty Judge Procedures
S06-01-09	Transportation of Arrestees Requiring Wheelchairs
S06-01-11	CLEAR Automated Arrest System
S06-01-12	Inventory of Arrestee's Personal Property
S06-02	Lineup Procedures
S06-03	Felony Review by Cook County State's Attorney
S06-04	Processing of Juveniles and Minors Under Department Control
S06-04-01	Printable and Non-Printable Offense Procedures
S06-04-03	Processing Juvenile Arrestees Charged As Adults
S06-04-04	Arrestees Processed As Adults and Later Determined To Be Juvenile
S06-04-05	Dependent, Neglected, or Abandoned Children Coming Under Department Control
S06-04-08	Processing School Absentees
S06-04-09	Processing Curfew Violators
S06-04-10	Processing Status Offenders – 17 Years of Age
S06-05	Unlawful Use of Weapons Arrests
S06-06	Mass Arrest Procedures
S06-07	Hospitalized Arrestees
S06-07-02	Hospital Run Sheet
S06-12-02	Non-Traffic Arrest Warrant Procedures
S06-13	Bond Procedures
S06-15	Processing and Transportation of Deceased Persons

from 07- Processing Property

S07-01	Inventory System for Property Taken Into Custody
S07-02	Firearms taken into Custody or Turned in
S07-03-05	Impoundment of Vehicles for Municipal Code Violations

from 08- Professionalism

- S08-01-01 Conduct of Complaint Investigations
- S08-01-05 Summary Punishment

from 09- Information Management

- S09-02 News Media Guidelines
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Employee Resources, including the following:

from 01- Employee Rights and Responsibilities

- E01-01 Equal Employment Opportunity Policy
- E01-06 Grievance Procedures
- E01-07 Indebtedness to the City of Chicago
- E01-11 Secondary Employment
- E01-13 Religious Accommodations Policy

from 02- Payroll and Timekeeping

- E02-01 Work Day Duty Schedules
- E02-02-01 Payroll and Timekeeping - Attendance
- E02-02-02 Payroll and Timekeeping-Overtime / Compensatory Time
- E02-02-03 Payroll and Timekeeping – Holidays / Personal Days
- E02-02-04 Tour of Duty Exchange
- E02-02-05 Payroll and Timekeeping – Working Out of Grade
- E02-02-07 Bereavement Leave - Domestic Partners
- E02-03-01 Sworn Time and Attendance Record - Bargaining Unit Members and Probationary Police Officers
- E02-03-05 Automated Daily Attendance and Assignment Record
- E02-04 Furlough and Vacation
- E02-08 Department Members Summoned to Jury Duty

from 03- Medical, Health, and Wellness

- E03-01 Medical Policy
- E03-01-01 Sworn Medical Roll - Injury on Duty Status
- E03-01-02 Sworn Medical Roll - Non Injury on Duty Status
- E03-01-07 Skin Condition Aggravated by Shaving
- E03-01-08 CLEAR Automated Medical System

from 04- Assignments and Details

- E04-02 Steady Watch Selection and Assignment
- E04-03 Watch Personnel System

from 05-Career Development

- E05-01 Performance Evaluation System
- E05-01-01 Evaluation of Members Below the Rank of Sergeant
- E05-02 Performance Recognition System

from 06- Personnel Support

E06-01	Professional Counseling Service/Employee Assistance Program
E06-01-01	Crisis Intervention
E06-01-02	Professional Counseling Confidentiality
E06-03	Traumatic Incidents Stress Management Program
E06-04	Notification of Death or Hospitalization – Member / Families
E06-04-01	Emergency Notification Information Database
E06-04-02	Notification of Death or Serious Injury to a Member: Duty-Related
E06-04-03	Notification of Death or Hospitalization of Members: Non-Duty-Related, Retired Members, and Family Members
E06-05	Behavioral Intervention System
E06-06	Personnel Concerns Program

Uniform & Property, including the following:

from 01- Department Equipment

U01-02	Lost Stars, Shields, and Badges
U01-06	Portable Data Terminal
U01-08	Child Safety Seats

from 02- Department Vehicles

U02-01-01	Vehicle Assignment, Allocation and Operation
U02-01-02	Vehicle / Equipment Inspection
U02-01-03	Emergency Equipment
U02-01-06	Operation of Department Vehicles – Use of Seat Safety Rules
U02-01-08	Vehicles Equipped with Protective Dividers

from 03- Facilities

U03-03	Storing Personal Property in Department Facilities
U03-04	Unauthorized Persons in the Workplace

from 04- Uniform and Personal Equipment

U04-01-01	Responsibilities and Procedures
U04-01-02	Personal Appearance, Uniform / Citizen's Dress and Equipment Specifications
U04-01-03	Prescribed Uniform / Equipment Items: Police Officers and Sergeants
U04-01-11	Approved Uniform Groups
U04-02	Department Approved Weapons and Ammunition
U04-02-01	Department Approved Semiautomatic Pistols and Ammunition
U04-02-02	Department Approved Revolvers and Ammunition
U04-02-03	Personal Oleoresin Capsicum (OC) Devices
U04-02-04	Taser Devices

U04-02-06 Department Approved Auxiliary Subcompact Semiautomatic Pistols and
Ammunition
U04-02-07 Semiautomatic Pistol-Mounted Lights
U04-02-09 Expandable Baton

from 06- Uniform and Equipment Specifications

U06-03-09 Uniform - Detention Aide

**OTHER INTERNAL RESOURCES (Located under Chicago Police
Department Directives System online site)**

Rules and Regulations of the Chicago Police Department

Entire document

Incident Reporting Guide - CPD-63.451

Entire document

**Agreement between the City of Chicago Department of Police and
the Fraternal Order of Police (FOP) Chicago Lodge No. 7.**

Entire document

**City of Chicago Agreement with Public Safety Employees Union, Unit
II**

Entire document

Field Reporting Manual

Entire document

CPD Training Bulletins and related items, including the following:

03—03 Roll Call Firearms Inspection
06—05 Sworn Affidavits in Disciplinary Investigations
07—01 Pawnshops
07—02 Lockouts & Landlord-Tenant Disputes
07—04 Weapons- Department and Personal
07—07 Inventory of Arrestee's Personal Property
09—05 Bomb and Arson - Part I The Threat
09—06 Bomb and Arson - Part II The Response
09—07 Bomb and Arson - Part III The Suspicious Object
10—01 Unlawful Firearm Possession By A Street Gang Member: The Valadez
Gang/Gun Law

11—01	<i>Elder Abuse, Neglect and Exploitation</i>
12—03	<i>Personal Oleoresin Capsicum (OC) Devices</i>
12—04	<i>Illinois Traffic Crash Report</i>
12—06	<i>Alternative Cannabis Enforcement Program</i>
13—04	<i>Vehicle Pursuits</i>
13—05	<i>Hate Crime</i>
3/2013	<i>Informational Bulletin: Tow Truck Enforcement</i>
12/2012	<i>Training Review: Taser X2 Training Review</i>

* Please note that we may choose to directly pull job-knowledge questions from the actual GO/SO. That said, the included training bulletins may be helpful to your understanding of the order.

SOURCES RELATED TO LOCAL AND STATE LAW

ILCS 625 (IVC), including the following:

5/11-203	<i>Obedience to police officers</i>
5/11-204	<i>Fleeing or attempting to elude a peace officer</i>
5/11-204.1	<i>Aggravated fleeing or attempting to elude a peace officer</i>
5/11-406	<i>Duty to report accident</i>
5/11-501	<i>Driving while under the influence of alcohol (...)</i>
5/11-501.4-1	<i>Reporting of test results of blood or urine (...)</i>
5/11-501.5	<i>Preliminary Breath Screening Test</i>
5/11-501.6	<i>Driver involvement in personal injury or fatal motor vehicle accident; Chemical Test</i>
5/11-502	<i>Transportation or possession of alcoholic liquor in a motor vehicle</i>
5/11-503	<i>Reckless driving, aggravated reckless driving</i>
5/11-506	<i>Street racing, aggravated street racing</i>
5/12-606	<i>Tow trucks; identification equipment; insurance</i>
5/4-103	<i>Offenses relating to motor vehicles and other vehicles- felonies</i>
5/4-105	<i>Offenses relating to disposition of titles and registration</i>

ILCS 720 (Criminal Offenses), including the following:

5/4	<i>Criminal Act and Mental State</i>
5/7	<i>Justifiable Use of Force: Exoneration</i>
5/8—1	<i>Solicitation and solicitation of murder</i>
5/9	<i>Homicide</i>
5/10	<i>Kidnapping and Related Offenses</i>
5/11	<i>Sex Offenses</i>
5/12	<i>Bodily Harm</i>
5/16	<i>Thefts and Related Offenses</i>
5/18	<i>Robbery</i>
5/19	<i>Burglary</i>
5/20	<i>Arson</i>

5/21—1	<i>Criminal damage to property</i>
5/21—2	<i>Criminal trespass to vehicles</i>
5/21—3	<i>Criminal trespass to real property</i>
5/21.1	<i>Residential Picketing</i>
5/21.2	<i>Interference with a Public Institution of Education</i>
5/24	<i>Deadly Weapons</i>
5/25—1	<i>Mob action</i>
5/26	<i>Disorderly Conduct</i>
5/28	<i>Gambling and Related Offenses</i>
5/31—1	<i>Resisting or obstructing a peace officer, firefighter or correctional institution employee</i>
5/31—1a	<i>Disarming a peace officer or correctional institution employee</i>
5/31-4.5	<i>Obstructing identification</i>
5/33	<i>Official misconduct</i>
5/33A	<i>Armed violence</i>
5/36.5-5	<i>Vehicle impoundment</i>

ILCS 725 (Criminal Procedure), including the following:

5/103-1	<i>Rights on arrest</i>
5/103-2	<i>Treatment while in custody</i>
5/103-2.1	<i>When statements by accused may be used</i>
5/103-3	<i>Right to communicate with Attorney and Family; Transfer</i>
5/103-4	<i>Right to Consult with Attorney</i>
5/107-2	<i>Arrest by Peace Officer</i>
5/107-7	<i>Persons Exempt from Arrest</i>
5/108-1	<i>Search without warrant</i>
5/108-3	<i>Grounds for search warrant</i>
5/110-5.1	<i>Bail; certain persons charges with violent crimes against family or household members</i>
5/110-10	<i>Conditions of bail bond</i>

ILCS 750 (Family Act), including the following:

60/222.10	<i>Short Form Notification</i>
60/301	<i>Arrest without warrant</i>
60/303	<i>Reports by law enforcement officers</i>
60/304	<i>Assistance by law enforcement officers</i>

Chicago Municipal Code, including the following:

5-12-050	<i>Landlord's right of access</i>
7-12-050	<i>Dangerous animals- Determination and requirements</i>
8-4-010	<i>Disorderly Conduct</i>
8-4-015	<i>Gang Loitering</i>
8-4-025	<i>Aggressive panhandling</i>
8-4-056	<i>False Burglar Alarm</i>
8-4-060	<i>Vandalism defined</i>

8-4-090 *Drug and gang houses, houses of prostitution and other disorderly houses*
8-4-130 *Possession of etching materials, paint or marker unlawful*
8-8-060 *Street solicitation for prostitution*
8-16-020 *Curfew hours for minors*
8-20-140 *Firearms registration certificate- Required*
8-32-070 *Music and amplified sound*
9-84-010 *(Towing) Report-Definition-Procedure*

CPD Legal Bulletins, including the following:

2010-05 *Detention of Warrantless Arrestees: The 48 Hour Rule*
2011-08 *Warrantless Entry –Exigent Circumstances and Hot Pursuit*
2012-01 *Hospital Reporting Requirements*
2012-03 *Police-Protestor Encounters*
2013-01 *Disorderly Conduct- Revisions and Amendments*

