Miller, More, and Braswell: Effective Police Supervision, 8th ed.

Chapter 1: Supervision—The Management Task

MULTIPLE-CHOICE QUESTIONS

1. A first-line supervisor is
2. A trainer
3. A mentor
4. A guide
5. All of the above

**ANS: d.**

**Rationale**: A first-line supervisor is a mentor, a trainer, and a guide. This is one of the best positions from which to identify individual weaknesses and needs.

1. Conversion to the position of first-line supervisor
2. Presents little challenge
3. Demands the ability to accept and adapt to change
4. Should be accomplished with very little effort
5. May never be attained if the ecology of the organization is known

**ANS: b.**

**Rationale**: The first-line supervisor position requires accepting the dynamics of continual change.

1. What does the acronym Hu-TACK stand for?
2. Human skills, tactical skills, accountability skills, conceptual skills, and knowledge- based skills
3. Human skills, team skills, affective skills, conceptual skills, and knowledge-based skills
4. Human skills, team skills, accountability skills, conceptual skills, and knowledge- based skills
5. Human skills, tactical skills, affective skills, conceptual skills, and knowledge-based skills

**ANS: d.**

**Rationale**: Hu-TACK stands for human, tactical, affective, conceptual, and knowledge-based skills.

1. Accountability refers to the obligation a person, group or organization assumes for the execution of authority. This obligation includes several features except
2. Answering
3. Disciplining
4. Reporting
5. Assuming

**ANS: b.**

**Rationale**: This obligation includes answering, reporting, and assuming, but not disciplining.

1. In order for supervisors to accomplish work through people, they must
2. Know the abilities and limitations of each employee
3. Apply the different standards for each employee
4. Set standards higher than capabilities to build in challenges for employees
5. All of the above

**ANS: a.**

**Rationale**: A supervisor must utilize every employee’s skills and knowledge toward the accomplishment of tasks.

1. A good way for a supervisor to shape the attitudes and conduct of line officers is by
2. Constantly reminding the line officers that they can be fired if they do not perform well
3. Raising their salaries
4. Setting an example of personal conduct that exemplifies an adherence to a strong code of ethics
5. None of the above

**ANS: c.**

**Rationale**: Setting an example is a leadership task that must be provided by a first-line supervisor.

1. A failure by a subordinate to perform at acceptable levels must be
2. Confronted and resolved in favor of the organization
3. Reviewed by the supervisor and then standards reevaluated to fit the individual needs of the employee
4. Resolved with discipline to set an example for the rest
5. Ignored and the employee watched for improvement over time

**ANS: a.**

**Rationale**: A failure to perform at acceptable levels must always be addressed and resolved in favor of the organization.

1. According to the text, the majority of first-line supervisors identified that the most important functions they perform had to do with
2. Paperwork
3. Discipline
4. Political affairs
5. Resolution of conflict

**ANS: d.**

**Rationale**: Subordinates constantly turn to supervisors as conflict resolvers.

1. In agencies that do not have an internal affairs unit, who is generally held responsible for conducting such an investigation?
2. An internal affairs unit from another agency
3. A politician
4. The first-line supervisor
5. None of the above

**ANS: c.**

**Rationale**: In agencies without internal affair units, first-line supervisors are responsible for conducting such investigations.

1. Affective skills deal with
2. Emotions, agency goals, values
3. Attitudes, interpretation, analysis
4. Analysis, interpretation, resolution
5. Emotions, values, attitudes

**ANS: d.**

**Rationale**: A supervisor’s affective skills modify the emotions, values and attitudes of employees.

TRUE/FALSE QUESTIONS

1. A common aspect of successful police departments in our nation is the creation of a work environment that fosters the development of good supervisors.

True

False

**ANS**: True

**Rationale**: Supervisors must be given the skills and training needed to create an environment that energizes its members and that results in a multi-skilled response.

1. One important task of a supervisor is to assist employees to become productive members of the organization.

True

False

**ANS**: True

**Rationale**: An effectively performing supervisor makes things happen through the efforts of those supervised.

1. Today’s police supervisor deals with the same problems and challenges that supervisors dealt with several years ago, making it easier for them to find a solution to those challenges.

True

False

**ANS**: False

**Rationale**: Due to technological advances, today’s police supervisors deal with problems and challenges totally unheard of several years ago.

1. Today, there are no law enforcement agencies that have a written policy regarding the use of deadly force.

True

False

**ANS**: False

**Rationale**: Due to public and political pressure, nearly all large law enforcement agencies have a written policy pertaining to the use of deadly force.

1. Supervisors are hardly noticed by the public and have little to no contact with the public.

True

False

**ANS**: False

**Rationale**: Supervisors have greater contact with the public than any other police managerial position.

1. “Sink or swim” refers to newly promoted individuals fending for themselves. This used to be the cliché of the day.

True

False

**ANS**: True

**Rationale**: “Sink or swim” used to be the cliché of the day.

1. The terms “responsibility” and “accountability” are synonymous.

True

False

**ANS**: False

**Rationale**: “Responsibility” is the obligation to perform whereas “accountability” is the liability one assumes in order to ensure that an obligation to perform is fulfilled.

1. The goal of accountability is to have someone that can be held responsible and be punished.

True

False

**ANS**: False

**Rationale**: The goal of accountability is to enhance performance, not to look for someone that can be held responsible and be punished.

1. The five levels of accountability are personal, individual, team, organizational, and stakeholders.

True

False

**ANS**: True

**Rationale**: The five levels of accountability are personal, individual, team, organizational, and stakeholders.

1. The most important element of the accountability environment is leadership.

True

False

**ANS**: True

**Rationale**: If there is a single most important element of the accountability environment it is leadership.

IGNORE THIS FIELD