

**POLICE CHIEF
STUDY GUIDE**

An examination for the class of **POLICE CHIEF** administered in **LAKE CHARLES** will consist of two parts which will be administered during separate exam sessions. The multiple-choice examination will be administered during the first exam session at **9:30 a.m.** on **SEPTEMBER 18, 2001**, and a job simulation exercise will be administered during the second exam session beginning at **1:30 p.m.** on **SEPTEMBER 18, 2001**. You must take both parts of the examination in order to receive a grade, although the primary weighting of the total exam results will focus on the multiple-choice examination. A complete description of the subject areas to be evaluated follows:

MULTIPLE CHOICE EXAMINATION

The multiple-choice examination will consist of approximately **148** questions in the following subject areas:

SUBJECT AREA/KNOWLEDGE	APPROXIMATE % OF EXAM
POLICE ADMINISTRATION Knowledge of the principles of effective police service administration, involving management theory and organizational behavior; planning and research, productivity evaluation, and establishing a system for internal departmental controls.	10.8%
PERSONNEL MANAGEMENT/EMPLOYEE RELATIONS Knowledge of accepted practices in personnel management and of the procedures for developing and maintaining an effective employee relations program, including grievance resolution, internal affairs investigations and union negotiations.	13.5%
FINANCIAL MANAGEMENT Knowledge of the financial management and planning process of a public agency, including bookkeeping procedures, budget preparation, and overseeing the expenditure of budgeted funds.	6.8%
INFORMATION MANAGEMENT Knowledge of effective information management practices, including establishing policy for and overseeing a system for the preparation, control, and retention of records.	4.7%

SUBJECT AREA/KNOWLEDGE	APPROXIMATE % OF EXAM
<p>WRITTEN COMMUNICATIONS</p> <p>Knowledge of the information gathering process and compilation of data into an effective written format for correspondence, and reports, or other formal department communications.</p>	8.8%
<p>PUBLIC RELATIONS</p> <p>Knowledge of effective public relations practices which foster a positive public image of the department through contact with the media, other agencies, and the public.</p>	10.8%
<p>PUBLIC SPEAKING</p> <p>Knowledge of accepted practices in public speaking, including elements of effective communication, preparation of material, and speech presentation.</p>	4.7%
<p>CRIME PREVENTION/COMMUNITY RELATIONS</p> <p>Knowledge of the procedures involved in developing and conducting a crime prevention/community relations program to address specific community needs.</p>	4.7%
<p>SUPERVISION</p> <p>Knowledge of the practices and techniques used in effective supervision in order to plan, organize, direct, and evaluate the work of subordinates, to resolve conflicts, and to maintain discipline.</p>	15.5%
<p>TRAINING</p> <p>Knowledge of the procedures for evaluating the training needs of the department and for developing and implementing an effective training program.</p>	4.1%
<p>MANAGEMENT OF EQUIPMENT AND PROPERTY</p> <p>Knowledge of the management of equipment and property for the department, including overseeing general care and maintenance of property and equipment, ordering and purchasing of equipment, and the preparation of specifications on new equipment for public bids.</p>	6.8%

SUBJECT AREA/KNOWLEDGE	APPROXIMATE % OF EXAM
<p>LAW ENFORCEMENT MANAGEMENT</p> <p>Knowledge of the procedures for managing and developing policy for the various law enforcement operations of the department, including criminal investigations, special operations, juvenile, and jail.</p>	8.8%

JOB SIMULATION EXERCISE

This portion of the examination is a management simulation exercise during which applicants will be required to make an oral presentation which will be video-taped. The oral presentation will address a job-related management problem. Each applicant will be assigned a specific time to report for this portion of the test, at which time written instructions will be provided. All applicants will be afforded an equal amount of preparation and presentation time. Scoring on this portion of the examination will be based on your communications skills, your management ability in deciding how to handle the problem, and your public relations skills in handling a sensitive management issue. In scoring your oral presentation, the following dimensions will be used by a panel of trained raters to evaluate this portion of your examination:

SUBJECT AREA/KNOWLEDGE

NO. 1.- ORAL COMMUNICATIONS

Ability to make an effective oral presentation by analyzing relevant data in determining speech content, organizing thoughts for an effective presentation, and using the principles of effective speech communications in making an effective and persuasive delivery.

NO. 2. - CONTENT PROBLEM ANALYSIS

Ability to identify the problem, analyze relevant information while relating data from different sources, and determine appropriate response, using relevant knowledge of fire service management.

NO. 3. - INTERPERSONAL RELATIONS

Ability to be sensitive to the concerns of others and have empathy for their point of view. Ability to work in a politically charged atmosphere with political sensitivity, diplomacy, and tact. An appropriate response will maximize the public relations potential of the situation.

REFERENCE LIST

While the entire list of reference material will be useful to you in your preparation for the upcoming examination, the **majority** of test questions are sourced from those references listed under the Primary List.

PRIMARY REFERENCE MATERIAL

EFFECTIVE SUPERVISORY PRACTICES/Better Results Through Teamwork, International City Management Association (ICMA), 1120 G Street, N.W., Washington, DC 20005, 3rd ed., 1995. (NOTE: May also be obtained through LSU **Firemen Training Program**).

LOCAL GOVERNMENT POLICE MANAGEMENT, (Municipal Management Series), International City Management Association (ICMA), 777 N. Capitol St., N.E., Suite 500, Washington, DC 20002-4201, 3rd ed., 1991.

SUPERVISION OF POLICE PERSONNEL, Iannone N. F., Prentice - Hall, Inc.(Series in Criminal Justice), Englewood Cliffs, NJ 07632, 5th ed., 1994.

ADVANCED SUPERVISORY PRACTICES, International City/County Management Association, 777 N. Capitol Street N.E., Suite 500, Washington, D.C. 20002-4201, 1992.

POLICE ADMINISTRATION, Wilson, O. W. and McLauren, Roy C., McGraw-Hill Book Co., New York, N. Y., 5th ed., 1997.

EFFECTIVE PUBLIC RELATIONS, Cutlip, Scott M./Center, Allen M./Broom, Glen M., Prentice-Hall, Inc., Englewood Cliffs, NJ 07632, 7th ed., 1994.

SECONDARY REFERENCE MATERIAL

BUSINESS COMMUNICATIONS, Dumont, Raymond A., and Lannon, John M., Little, Brown and Company, 34 Deacon Street, Boston MA 02108, 2nd ed., 1987.

SPEECH A BASIC TEXT, Jeffrey, Robt. C., and Peterson, Owen (LSU), Harper and Row Publishers, Inc., 10 East 53rd Street, New York, NY 10022, 2nd ed., 1983.

MANAGEMENT POLICIES IN LOCAL GOVERNMENT FINANCE, International City/County Management Association (ICMA), 777 N. Capitol Street NE, Suite 500, Washington, D.C. 20002-4201, 4th ed., 1996.

The local civil service board should make this study guide available to all applicants in whatever manner the board deems appropriate.

While there are no provisions requiring this office to provide study guides for any competitive or promotional examinations, such material will be provided as a service to assist applicants in preparing for an examination. The State Examiner's office has no control whatsoever over the local availability of reference material (mentioned in the study guides), nor do we feel constrained to limit examination questions to only that material which is available locally. Examination content, weighting of subject areas, and length of examination, may vary with each administration of an examination to reflect any updated job analysis information. Percentages and numerical estimations are provided as approximations.