

# DENVER POLICE DEPARTMENT 2022 LIEUTENANT PROMOTIONAL PROCESS

## CANDIDATE ORIENTATION HANDOUT



# Candidate Information

## Introduction

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Ergometrics & Applied Personnel Research, Inc., is a human resource management firm specializing in personnel selection and training. Established over 40 years ago, Ergometrics has designed the most comprehensive, award-winning, video testing and job simulation testing programs in the nation. We have provided personnel testing services for over 1,800 clients in the U.S. and Canada, including many local entities.

Thank you for participating in the 2022 Lieutenant promotional process. You have already performed highly responsible work in your current position. Should you be promoted, your performance will impact many more people both inside and outside the department. You will manage subordinate activities, assume all supervisory responsibilities and serve as a role model for many in the department.

## Components of the Assessment Center

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There are three components included in the promotional process that contribute to your overall promotional score. These dimensions are described below and weighted as follows:

1. **Multiple-choice exam** (30%): A 120-item multiple-choice test of professional knowledge and leadership skills based on sources identified by the department.
2. **Assessment center** (65%): Three exercises developed to assess behaviors required for successful performance for the Lieutenant rank.
3. **Seniority** (5%): The Denver Civil Service Commission will assign a seniority score based on each candidate's tenure with the department.

**Disclaimer:** The information provided in this handout is meant to be helpful and prepare you for the general nature of the process. It is not meant to advise you of every question that will be asked. Some aspects of the process may be modified including order of events and time frames. It is expected that candidates at the level of Lieutenant will be able to flexibly adjust to conditions that are not exactly as they may have expected.

## Exam Scoring

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The final examination score shall be the sum of the points earned from the Written Test and the Assessment Center, plus the points awarded for Seniority. The Eligible Register shall contain

in rank order, according to final examination score, the names of only those candidates who have successfully completed all examination components.

### Test Dates, Times, and Locations

Test Component	Date	Time	Location
Written Examination	May 12, 2022	7:30AM <b>Registration 7:30 a.m. to 8:00 a.m.; latecomers will not be allowed to test</b>	P.P.A Event Center 2105 Decatur St. Denver, CO 80211
Assessment Center Writing Exercise*	June 1, 2022	TBD	Denver Post Building 7 <sup>th</sup> Floor 101 W Colfax Ave Denver, CO 80202
Assessment Center*	June 28 – July 1, 2022	TBD	Denver Post Building 7 <sup>th</sup> Floor 101 W Colfax Ave Denver, CO 80202

\*The Civil Service Commission will inform you of your reporting day and time.

### Test Security and Confidentiality

You will be required to sign a security and confidentiality agreement stating that you have not and will not violate test security. Breach of this agreement is subject to prosecution under federal copyright law and would be viewed as an unacceptable integrity failure for an employee, particularly a management candidate. Additionally, to maintain test security, there are specific devices not allowed in the testing session due to test security, confidentiality and laws associated with this testing. These include cellular phones, smart watches, pagers, audio/radio headsets, cameras, recording devices or other electronic devices.

### General Test Information

- You will be responsible for monitoring your own time during the exam. A standard watch is recommended; please be sure your watch does not contain any prohibited features.
- Candidates are prohibited from receiving/sending pages, texts or phone calls during any part of the promotional process. **No electronic devices are allowed** at the testing site.
- Get rest and a good night's sleep prior to your exam.
- Arrive early. This is one of the easiest and most effective ways to minimize stress.
- Candidates are prohibited from removing any material from the testing site.

## Written Exam

You will take a written examination consisting of 120 multiple-choice questions based on the reading list you have been provided. The written test has been developed and prepared by Ergometrics and Applied Personnel Research, Inc., a human resource consulting firm that specializes in the development of public safety promotional examinations. The questions in the exam have been selected and reviewed by a panel of Denver Police Department subject matter experts (SMEs). Following is some information that will assist you in preparing for the written exam.

The Written Test is a job knowledge exam based on book referenced material. The written test addresses content areas from among those that have been determined, as a result of the job description review, to be essential or important for the successful performance of the duties and responsibilities of a Lieutenant. The written test is a closed book test that requires candidates to respond to items without the use of reference materials. Job Knowledge questions are drawn directly from the materials and the textbooks on the official Reading List. ***Situational questions may also be potentially included on the exam.*** These test items require the application of practical supervisory and management skills to specific job-related situations that have been determined as appropriate to the Lieutenant rank in the Denver Police Department by subject matter experts. Situational judgment questions are not drawn directly from the Reading List materials and textbooks. However, the correct responses to each situation will be in conformance with the Reading List source materials.

### Book-Referenced Written Exam

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At your scheduled time, you will take a multiple-choice written test consisting of 120 questions. You will have three hours to complete the written exam. The exam will be based on the following references:

<b>PART</b>	<b>DESCRIPTION OF TEXTBOOKS</b>	<b>AREA</b>
<b>A.</b>	<i>Dare to Lead: Brave Work Tough Conversations. Whole Hearts, Brene Brown, 2009, ISBN#: 8925598914</i>	<b>All</b>

<b>PART</b>	<b>DESCRIPTION OF SOURCE MATERIAL</b>	<b>AREA</b>
<b>B.</b>	<b>Denver Police Operations Manual</b>	<b>Selected Sections</b>
	5.0 Duties and Responsibilities of Command Officers	<b>All</b>
	11.00 Duties and Responsibilities of Lieutenants	<b>All</b>
	<b>Operations Manual - Series 104.00</b>	<b>Selected Sections</b>
	§ 104.35, Operational Planning	
	<b>Operations Manual - Series 100.00 Patrol and General Procedures for all Personnel</b>	<b>Selected Sections</b>
	§ 105.01, Use of Force Policy	<b>All</b>
	§ 105.02, Force and Control Options	<b>All</b>
	§ 105.03, Reporting	<b>All</b>
	§ 105.04, Shooting By and/or of Police Officers	<b>All</b>
	§ 107.04, Search and Seizure of Electronic Devices	<b>All</b>
	§ 115.01, Barricaded Suspects and Hostage Situations	<b>All</b>
	All of Section 117	<b>All</b>
	All of Section 118	<b>All</b>
	§ 122.02, Extreme Risk Protection Orders	<b>All</b>
	<b>Operations Manual – Series 500.00 Supervisory Procedures</b>	<b>Selected Sections</b>
	§501.01, Chain of Command	<b>All</b>
	§501.02, Allotment and Assignments of Personnel	<b>All</b>
	§501.03, Punctuality	<b>All</b>
	§501.10, Detective, Corporal and Technician	<b>All</b>
	§501.11, Sergeant Assignment Selection Process	
	§503.01, Complaint and Discipline Procedures for Sworn Officers	<b>All</b>
	§503.02, Commendations	<b>All</b>

		§503.04, Personnel Assessment System (PAS)	All
		All of Section 505	
		<b>DPD Training Bulletins</b>	<b>Selected Sections</b>
		Training Bulletin – First Amendment and Free Speech	
		Training Bulletin – Equal Employment Opportunity Policies	
		Training Bulletin – Freedom of Speech for Government Employees	
		Training Bulletin – Crowd Management Overview	
		D.R.M.C. 38-86.2 Unauthorized Camping on Public or Private Property Prohibited	
		Strategic Plan and SWOT Analysis	
		<b>Collective Bargaining Agreement Between City and County of Denver and Denver Police Protective Association –2021-2022</b>	<b>All</b>

### **Book References**

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Your department has determined the above publications necessary to read in preparation for your upcoming promotional process. You are competing with other outstanding members of the department. Studying the publications assigned is one way you may improve your chances of ultimately being the top competitor.

### **Purpose of Book-Referenced Test**

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Higher-level positions call for deep knowledge of technical topics. The department is interested in promoting future leaders who will do the necessary studying and use the information on the job. As a promotional candidate, these tests are your opportunity to demonstrate your study ethic and effectiveness. The books assigned for this exam represent only a small portion of the formal study that will be required upon promotion. This test is not intended to measure all aspects of your promotional potential. It is designed to look at your ability to absorb important information that comes from reading materials.

*[Preparation strategies below are suggestions only. Each individual is personally responsible for determining which preparation strategies and tips are appropriate for himself/herself.]*

## Preparation Strategies

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Studying the selected publications is one way to improve your chances of ultimately being the top competitor. There are many different approaches that one can take to studying. An excellent way to prepare for a multiple-choice book-reference test is to read each publication twice. First, read it straight through so that you understand the general focus, as a whole. Then, reread the publication, making notes and highlighting the most important points that you see in each section. Other strategies are to use acronyms for remembering information or to form a study group. In the end, the choice is personal. When you find a strategy that works best for you, test yourself by considering how you would explain the content of a section to a subordinate.

## Study Tips

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1. **Minimize environmental distractions.** Try to limit the amount of distractions in your environment when studying. This includes, but is not limited to email, cell phones and even other people. Eliminating distractions will make it easier for you to concentrate and retain the information you are studying.
2. **Avoid burning the midnight oil.** For many people, it is harder to retain information when tired. If possible, try to study when you are well rested and ready to concentrate.
3. **Review chapter overviews or summaries.** Chapter overviews and summaries typically provide information on the most important points in a chapter. Many times, it is helpful to review these areas before reading a chapter to help you understand what the important topics are in the chapter. After reading the chapter, overviews and summaries can be used to test yourself on critical knowledge from the chapter.
4. **Quiz yourself.** After reading a chapter or section, quiz yourself on important topics, definitions, etc. You can also develop questions regarding the material based upon headings and specific terms prior to reading it and then, while reading the section or chapter, try to answer those questions.
5. **Have someone quiz you.** After reading a text, a great way to see if you have retained information is to have someone ask you questions regarding the material you just read.
6. **Avoid cramming.** Spreading your studying out over time will help you concentrate and retain the information you read.
7. **Look up words or phrases you don't know.** Have a computer or dictionary available when studying so that you are able to look up words and phrases that you don't know.
8. **Mark it up.** Highlight and/or underline important sections of the text while you study. This will help you concentrate on important topics and make it easier to review the material again later.
9. **Take notes.** Taking notes of the important topics in the text you read can help you remember what you read and be an efficient study aid.

## Test Taking Tips

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The written test items have four answer choices. To get the highest score, always select the best choice listed, even if more than one seems good to you. Be sure to read all answers before deciding your final answer. Don't focus on a choice that is not given to you. Don't get distracted by thinking of other possible responses that are not among the choices presented. Don't get stuck on the idea that you want to combine two responses. Show your judgment by picking the one answer that, by itself, is better than any other answer, by itself.

Prepare yourself physically and mentally for your exam as you would prepare yourself for any special assignment that requires concentration. Get the amount of sleep that will leave you most alert. It's also a good idea to eat a nutritious and hearty meal to help you stay focused throughout your exam. Unusual changes in your routine may cause you problems during your exam. For example, consuming more caffeine than usual may make you jittery; less than usual may leave you listless. Try to remain calm and relaxed before and during your exam. If you feel anxious, take a few moments to calm yourself down. Bring to the test administration site whatever personal items you need for the exam, such as eyeglasses or tissues.

Here are some additional tips to help you during the book-referenced exam. These simple procedures help you avoid marking the wrong answer when you know the right one.

- 1. Listen to the instructions.** Before you begin the exam, it is important that you read and/or listen to all instructions carefully. Ensure you know how to correctly fill out the answer sheet. Specific instructions will be provided at the test site.
- 2. Get familiar with your test.** When you begin the multiple-choice written test, glance through it to acquaint yourself with the task ahead of you. You do not have to go through the questions in the order you find them.
- 3. Check the time.** Check your watch periodically throughout the exam so that you know how much time you have remaining.
- 4. Don't spend too much time on one question.** If you have a difficult time with a question, go on and come back to that question later. Do make a note to come back to it, though. You may come back with a fresh approach, and a question you had trouble with earlier may seem easy.
- 5. Read thoroughly.** Read every question carefully before you attempt to answer it. This advice may sound too simple, but it is important. The major reason people miss questions when they know the material is that they do not read the question completely.
- 6. Circle or underline key words.** When reading a question, circle or underline key words that are important to the question stem. This will both help you focus on the critical aspects of what is being asked, as well as help you remember the important aspects of the question if you need to skip it and return to it later in the test session.



7. **Break a sentence up if you don't understand it.** Sometimes sentences in a question stem can be long. If you don't understand the sentence, use slash marks to break it into smaller sections to better understand the sentence.
8. **Read all of the answers before choosing one.** The most common answer people choose is *a*, whether it is right or not. That is because they think the first answer looks okay, so they stop reading. Don't make the mistake of not reading all of the answers before making a selection. Even if *a* looks like a really good answer, one of the other answers may be better. When you read the other alternatives, you may think of something you had missed at first.
9. **Use process of elimination.** If you aren't sure of the correct answer use process of elimination. Eliminate answer choices that you know are definitely wrong. Then focus on selecting the best answer from the choices remaining.
10. **Do not read something into the question that is not there.** On a situational question, assume that everything is normal unless the question tells you differently. Assume that the pavement is dry; visibility is good; your supervisor is competent; and citizens are behaving normally. When something is amiss, the question will tell you. Stick to the facts of the questions.
11. **Answer every question.** There is no penalty for guessing. Even if you don't know the correct answer, you have one chance in four of choosing the right one. If you can eliminate one or two of the alternatives, your chances are even better.
12. **Fill out your answer sheet correctly.** In marking the answer sheet, be sure to fill in the blank that corresponds to the answer you have chosen. If you skip a question, make sure you skip to the right space on the answer sheet. If you mark the wrong answer and want to change it, erase your first mark completely. Remember to only mark *one* answer for each question.
13. **Use your time wisely.** If you finish early, use the remaining time to answer questions you skipped, re-evaluate questions you were unsure of and check to ensure that you filled out your answer sheet correctly.
14. **Test Proctor/Procedures.** A test proctor will be available during the exam to help the candidates with the testing procedures only; however, he or she will not explain the meaning of any question, define words, or give information which may be of help in answering a question. If you have any questions about the testing procedure, make sure to ask for assistance before the test begins.

## **Test Your Assumptions**

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When taking your test, don't compromise your chances of success by trying to follow test-taking tips you may find online. Many of these tips are just bad advice and could cost you points. Use the following statements to test your assumptions.

## True or False?

True

False

\_\_\_\_\_

\_\_\_\_\_

1. If you don't know the answer to a test question, take a guess.

*True! Guessing is not penalized and you just might get it right.*

\_\_\_\_\_

\_\_\_\_\_

2. Choose the longest answer option.

*False! General pattern responses like this are a very poor way to approach a modern test. The length of the answer choices is not an indication of an incorrect or correct response.*

\_\_\_\_\_

\_\_\_\_\_

3. Choose the answer option that seems most logical to you.

*True! Rely on your knowledge of the assigned publications to think critically and logically when answering a question.*

\_\_\_\_\_

\_\_\_\_\_

4. Choose the answer with a middle value when other options are higher or lower.

*False! This is another piece of bad advice you might come across somewhere. No such pattern as this is present on Ergometrics' tests.*

\_\_\_\_\_

\_\_\_\_\_

5. More often than not, the correct answer is B or C.

*False! Once again, poor advice. General pattern strategy is not a way to pass a modern test. There is no pattern to Ergometrics' correct answers. Answer questions by content, not by old, incorrect advice or superstitions.*

# Assessment Center

The assessment center will be administered to all candidates who pass the written test, and who follow all examination regulations and instructions. The assessment center exercises are under development by Denver Police Department subject matter experts. ***Below are descriptions of the exercises. Candidates will be required to complete three (3) exercises.***

## Writing Exercise

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This exercise will measure your ability to communicate effectively in writing. You will use a computer for the writing exercise. You may not use any outside materials or notes when you complete this exercise. The writing exercise will be scored by a panel of assessors. You will be informed of the writing exercise content and duration at the time of the assessment center. Assessors will evaluate the content of your written response, as well as your written communication skills.

### Test Tips

*[Preparation strategies below are suggestions only. Each individual is personally responsible for determining which preparation strategies and tips are appropriate for him/her.]*

- Re-read your document to ensure that it is easy to read and there are no errors.
- Use spell check. If required, don't go over the page and/or word limit.
- Explain words or acronyms that the assessor panel may not understand.
- Focus on the content of the document and on your grammar, punctuation, and spelling.

## In-Basket Exercise

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For this exercise, you will be provided with a set number of correspondence items, such as emails and memos. You will be given time to review the in-basket items and prepare a verbal response to be presented in front of a panel of assessors, some of which will be virtual and watching your responses through a live video feed. The verbal response should identify which item you choose to address, why you choose to address it, and how you address it in the time frame provided.

### Test Tips

- It is important to monitor your time while taking the in-basket.
- Be specific in your responses.
- Ensure your responses are clear, concise, and cover all important information.
- Speak loudly and clearly enough for the panel to hear and understand you.

- Be sure to address each of the in-basket items.
- Indicate the priority level of each item and your reasoning for it.

*[This is an example of typical set-up and instructions items for an In-Basket Exercise. Actual instructions and in-basket items being used for this promotion will be given to you at the time of the exercise.]*

### **Exercise Setup**

For this in-basket exercise you will assume the role of a Lieutenant. You arrived to work today at 0730 hours and have found out that you have to attend a special training in 30 minutes and you will not be back to the office until 1700 hours. It is now 0730 hours and you have to leave by 0800 hours. In the in-basket exercise, you are always referred to as Lieutenant (You).

### **While in Front of the Panel**

After your preparation of the instructions and in-basket items, you will be taken before the panel where you will have 15 minutes to present the following information to the panel regarding each in-basket item provided to you:

1. **Management Analysis and Plan** – Indicate the priority level (i.e. high, medium, low or no priority) of each item and why.
2. **Contact** – Indicate to whom you would correspond with regarding each item. (To whom it would be sent, who you would call, or with whom you would speak to.)
3. **Action** – Briefly note the actions you think need to be taken for each item and why. Indicate what issues are presented by the content of each item. Additionally, if you would do something else, such as researching something prior to responding, state that and explain your thinking and plan. The raters are interested in your thinking.

You may make notes on the in-basket items or physically sort them, however, only your oral presentation to the panel will be scored. Notes you make directly on the in-basket items themselves will not be read or rated. During the exercise, be sure to inform the panel of the item number you are talking about. Be sure to explain not just what you would do, but why. You do not have to present your responses in any particular order. Use your time effectively.

### **Test Tips**

- **Don't forget to mention the in-basket item number.** You will not receive credit for an item that you do not address.
- **Be sure to explain not just what you would do, but why.** Assessors will examine your analytic ability and the oral communication skills you demonstrate in communicating your responses. Assessors will look at the quality of what you accomplish in the time you have. If you say you will call someone, state the purpose of the call and why you would call.
- **Your responses can be made in any order you choose.** You do not have to list your responses in order of priority, use your time as effectively as you can. You may choose to

respond to a lower priority item first, simply because it is quick and easy to do while you are looking at it, and you feel confident you have time to finish the higher priority items.

- **Assessors will have to listen to your responses.** Assessors will only be able to evaluate your work based on what you verbally communicate. If you do not speak in a clear and understandable manner, this will impact your communication score. Plus, the assessors may not be able to properly credit your response. Assessors will not be giving “the benefit of the doubt” to responses that are hard to interpret. It is up to you to communicate your responses clearly and professionally.
- **This is a management test.** It does not focus on unimportant details. You will be scored on the quality of work you can accomplish in a given time and your understanding of what is important.

Indicate to the assessors once you have completed your response. When you have completed your response to the in-basket exercise, please indicate so to the assessor panel.

#### **Example Item**

### **ITEM 1**

#### **Lieutenant Candidate**

From: OfficerBlue@denvergov.org  
Sent: Sunday, March 27, 2022 4:00 PM  
To: LieutenantCandidate@denvergov.org  
Subject: Citizen Complaint

Hey Lieutenant –

A citizen called in today to complain that a police car was speeding down a residential street and there was no emergency siren sounded while driving down the street. The citizen seemed pretty upset as his kids were playing in their front yard. How do you want me to handle it?

- Officer Blue

#### **Critical Incident Exercise**

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For this exercise, you will be presented with a critical incident that has been identified by DPD subject matter experts and asked to operate as the incident commander at the scene. You will be evaluated on your strategic and tactical skills at a critical incident. Your response will be evaluated by a panel of assessors, some of which will be virtual and watching your responses through a live video feed. You will be evaluated on your strategic and tactical skills at a critical incident. You will be informed of the critical incident situation and duration at the time of the assessment center.

## **Test Tips**

*[Preparation strategies below are suggestions only. Each individual is personally responsible for determining which preparation strategies and tips are appropriate for him/her.]*

- Speak loud enough for your responses to be heard by the assessors. Make sure that you speak clearly.
- Communicate everything you are thinking. If you don't say it, it can't be scored.
- It is important to monitor your time during the critical incident.
- Think about the totality of the incident.
- Consider all resources available to you and how you can use them.

# Assessment Center Preparation Tips

The information below is meant to be a brief general overview to help you prepare for assessment center components that will be conducted via video with remote assessors. There are many other resources, including books, classes and on-line resources that are available, should you choose to use them.

As you approach a promotional competition, the most important thing is your own personal readiness for assuming a higher level position and how that compares with the readiness of others. That does not mean formal preparation only, such as education and study. It also means your mental, intellectual and developmental readiness.

In the assessment center, there is nothing to be gained, and much to be lost, by trying to pretend you are someone other than who you are. You do, however, want to show yourself to your best advantage.

## Arrive early

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This is one of the easiest and most effective ways to minimize stress.

## Prepare

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You may be able to do well without preparing, but you can always do better with preparation. Remember, you are competing against others who are also very good and you need to do your best to stand out as excellent. The more prepared you are, the more relaxed and confident you will be. There are many ways you can prepare:

- **Understand the job.** Understanding the job itself is the most important way to improve your competitiveness for promotion. The more you understand about supervision, management, department practices and organizational goals, the better you will be able to answer potential questions relating to the job and organization. Expand your understanding of management issues and solutions through study and seeking mentors. Even reading one management book can give you more depth.
- **Minimize how much you will need to “wing it.”** An assessment center is like an emergency response. You never know precisely what the demands will be, but the more you have practiced what you can, the easier it is to improvise and adapt. You will always have to demonstrate flexibility and on-the-spot thinking. Try to develop your thinking as much as you can in advance. Study your handouts. Learn as much as you can about the job. Think about how you would handle management challenges like those you have observed during your employment.

## **Don't pretend**

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Represent yourself honestly and don't try to fake it. Don't spin your experience to sound like something it's not. Don't use words you don't know as that is a quick way to cast doubt on your credibility, intelligence and integrity. It is easy for assessors to identify candidates who have memorized answers to questions that they don't really understand or believe.

## **Display confidence**

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You are applying for a position of greater responsibility. You will need to be a role model of confidence and credibility. Imagine the most effective supervisor you can think of and embody that demeanor.

- **Show that you can communicate openly.** Answer questions directly. Speak clearly so assessors can hear you.
- **Don't act confused.** Display confidence in your responses.
- **Don't self-deprecate or apologize for your answers.**

## **Think aloud**

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Whatever your answer to a question is, it is better if you think aloud. Considering options is an important part of management thinking.

## **Don't make assumptions**

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The assessors will be both live and remote and are considering large amounts of complex information about many candidates. Don't assume anyone has memorized or knows anything about you. If something is important for understanding what you are saying, just tell them.

## **Be concise in your communication**

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Sufficient time is provided in the exercises to communicate the necessary answers to questions. Time management is a critical management skill that requires preparation and organization.

## **Relax as much as you can**

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Try to maintain physical relaxation and use appropriate gestures. Smile - don't act like you are in pain and don't feel you have to fill every silence. Answer questions and then wait for the next question.

## **Do your best**

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Remember, the most important thing is to represent yourself honestly and do your best.

*Good luck to you in the promotional process! If you have any questions about the process, please contact the Denver Civil Service Commission.*