



City of  
**VALLEJO**  
California  
CITY HALL  
CITY COUNCIL CHAMBERS  
555 Santa Clara Street  
Vallejo, CA 94590

## AGENDA

### CIVIL SERVICE COMMISSION CITY OF VALLEJO February 23, 2015 5:15 P.M.

**COMMISSIONERS**  
Burky Worel, Chair  
John T. Miller, Vice  
Chair  
Frank Cabellero  
Donald Jordan  
Vicky Moore

This agenda contains a brief general description of each item to be corrected. The posting of the recommended actions does not indicate what action may be taken. If comments come to the Civil Service Commission without prior notice and are not listed on the AGENDA, no specific answers or response should be expected at this meeting per State law.

Pursuant to Government Code Section 5495.3 (The Brown Act), members of the public shall be afforded the opportunity to speak on any agenda item of interest to them provided they are first recognized by the presiding officer. Members of the public wishing to be so recognized are requested to submit a completed speaker card to the Executive Secretary of the Commission prior to the consideration of the item.

Those wishing to address the Commission on any matter for which another opportunity to speak is not provided on the AGENDA but which is within the jurisdiction of the Commission to resolve may come forward to the podium during the "COMMUNITY FORUM" portion of the AGENDA.

**Notice of Availability of Public Records:** All public records relating to an open session item, which are not exempt from disclosure pursuant to the Public Records Act, that are distributed to a majority of the Commission will be available for public inspection at the Human Resources Department, 555 Santa Clara Street, Vallejo, CA at the same time that the public records are distributed or made available to the Commission. Such documents may also be available on the City of Vallejo website at <http://www.ci.vallejo.ca.us> subject to staff's ability to post the documents prior to the meeting. Information may be obtained by calling (707) 648-7211, TDD (707) 649-3562.



Vallejo City Council Chambers is ADA compliant. Devices for the hearing impaired are available from the City Clerk. Requests for disability related modifications or accommodations, aids or services may be made by a person with a disability to the Human Services Department no less than 72 hours prior to the meeting as required by Section 202 of the Americans with Disabilities Act of 1990 and the federal rules and regulations adopted in implementation thereof.

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **APPROVAL OF THE MINUTES** – Minutes of the January 12, 2015 meeting will be considered for approval at this meeting.
5. **WRITTEN COMMUNICATIONS-** None
6. **REPORT OF THE EXECUTIVE SECRETARY**
7. **COMMUNITY FORUM**

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*Anyone wishing to address the Commission for any matter for which another opportunity to speak is not provided on the agenda, and is within the jurisdiction of the Commission to resolve, is requested to submit a completed speaker card to the Secretary. When called upon, each speaker should step to the podium, state his/her name and address for the record. The conduct of the community forum shall be limited to a maximum of 15 minutes, with each speaker limited to three minutes pursuant to Vallejo Municipal Code Section 2.20.300. The remainder of the speakers wishing to address the Commission on non-agenda items will be heard at the Second Community Forum listed later on the agenda.*

## **8. CONSENT CALENDAR AND APPROVAL OF THE AGENDA**

*All matters are approved under one motion unless requested to be removed for discussion by the Chairperson or Executive Secretary. Members of the public wishing to address the Commission on Consent Calendar items are asked to address the Executive Secretary and submit a completed speaker card prior to the approval of the agenda. Such requests shall be granted, and items will be addressed in the order which they appear in the agenda. After making any changes to the agenda, the agenda shall be approved.*

### **A. Approval of Agenda**

## **9. NEW BUSINESS**

### **A. Consideration of Protests of Questions from Police Sergeant/Corporal Written Examination**

Recommendation: By motion to approve elimination of nine (9) questions from the written examination for Public Sergeant/Corporal. The questions the City of Vallejo recommends be eliminated from the written examination are questions numbered 8, 25, 29, 50, 53, 60, 61, 78 and 94.

Deny twenty (20) other protests of questions from this examination filed by candidates who took the examination. The questions which were the subject of protests by candidates which the City of Vallejo recommends be retained in the written examination are questions numbered 4, 6, 9, 10, 17, 21, 22, 23, 24, 27, 28, 31, 32, 33, 34, 43, 44, 64, 77, and 97.

Contact: James O'Connell, Captain, (707) 649-5459  
Janet Thiessen, Human Resources Program Manager (707)  
648-4106.

## **10. OTHER**

## **11. ADJOURNMENT**

**CERTIFICATE**

I, Kay Winer, Executive Secretary do hereby certify that I have caused a true copy of the above notice and agenda to be delivered to each of the members of the Civil Service Commission, at the time and in the manner prescribed by law and that this agenda was posted at City Hall, 555 Santa Clara Street, CA at 5:00 p.m., February 19, 2015.

Dated: February 19, 2015

  
\_\_\_\_\_  
Kay Winer, Executive Secretary



**CIVIL SERVICE COMMISSION  
CITY OF VALLEJO  
COUNCIL CHAMBERS  
555 SANTA CLARA STREET  
VALLEJO, CA 94590  
REGULAR MEETING MINUTES  
JANUARY 12, 2015**

**1. CALL TO ORDER**

The meeting was called to order by Chairperson Worel at 5:18 p.m.

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

**Present:** Chairperson Worel, Commissioners Caballero, Jordan (arrived at 5:25 p.m.)  
Miller and Moore

**Absent:** None

**Staff present:** Executive Secretary Winer and Chief Assistant City Attorney Mooney

**4. APPROVAL OF MINUTES** - Minutes of the December 8, 2014 meeting will be approved at the next meeting.

**5. WRITTEN COMMUNICATIONS** - None

**6. REPORT OF THE EXECUTIVE SECRETARY** - None

**7. COMMUNITY FORUM** - None

**8. CONSENT CALENDAR AND APPROVAL OF THE AGENDA**

**A. Approval of Agenda**

**Action:** Moved by Commissioner Miller, seconded by Commissioner Caballero and carried unanimously, approval of the Agenda and the Consent Calendar.

**9. NEW BUSINESS**

**A. Consideration of Revised Veterans' Preference**

**Recommendation:** By motion, accept the status report on revising and updating Civil Service Commission Rules and Regulations for Veterans' Preference  
Contact: Robin Tilley, Human Resources Personnel Analyst, 649-4852

Personnel Analyst II Tilley made a brief presentation on the status report to revise and update the Civil Service Commission Rules and Regulations for Veterans' Preference.

**Action:** Accepted unanimously by Commissioners present.

**10. CLOSED SESSION**

**A. Public Employees Termination/Disciplinary Appeal Hearing**

The Commission convened into Closed Session at 5:23 p.m. to conduct the Disciplinary Appeal Hearing. The Commissioners and Chief Assistant City Attorney Mooney convened into deliberations in the Council Chambers Conference Room at 7:19 p.m. and returned at 8:04 p.m. with a decision.

**11. RECONVENE TO OPEN SESSION**

The commission reconvened into open session at 8:06 p.m.

**12. OTHER –** Commissioner Jordan announced upcoming events related to Martin Luther King Jr.

Executive Secretary Winer announced cancellation of the regular February 9, 2015 Civil Service Commission meeting and proposed a special meeting of the commission on February 23, 2015.

**Action:** Moved by Chairperson Worel, seconded by Commissioner Miller and carried unanimously to cancel the February 9, 2015 regular meeting and schedule a special meeting to be held on February 23, 2015.

**13. SECOND COMMUNITY FORUM - None.**

**14. ADJOURNMENT**

The meeting adjourned at 8:10 p.m.

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BURKY WOREL, CHAIRPERSON

ATTEST:

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KAY WINER, EXECUTIVE SECRETARY



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Department of Human Resources · 555 Santa Clara Street · Vallejo · CA · 94590 · 707.648.4363

**DATE:** February 23, 2015  
**TO:** Civil Service Commission  
**FROM:** Kay Winer, Executive Secretary, Civil Service Commission  
**SUBJECT:** Consideration of Protests of Questions from Police Sergeant/Corporal Written Examination

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### **RECOMMENDATION**

Approve elimination of nine (9) questions from the written examination for Police Sergeant/Corporal. The questions the City of Vallejo recommends be eliminated from the written examination are questions numbered 8, 25, 29, 50, 53, 60, 61, 78, and 94.

Deny twenty (20) other protests of questions from this examination filed by candidates who took the examination. The questions which were the subject of protests by candidates which the City of Vallejo recommends be retained in the written examination are questions numbered 4, 6, 9, 10, 17, 21, 22, 23, 24, 27, 28, 31, 32, 33, 34, 43, 44, 64, 77, and 97.

### **SUMMARY & DISCUSSION**

On September 4, 2014, the City of Vallejo announced an examination for the purpose of creating a Register of Eligibles for the classifications of Police Sergeant and Police Corporal. Eligibility to compete was limited to current City of Vallejo employees who had at least three years of experience as a Police Officer or Corporal in the City of Vallejo.

The job announcement explained that the examination process would consist of three components: 1) written examination (weighted at 30%); 2) Accomplishment/Contribution written exercise and interview (weighted at 40%); and 3) professional panel interview (weighted at 30%). Applicants were given the opportunity to participate in all three examination components. The examination process was conducted by Jack Clancy & Associates, a company experienced in developing and conducting examinations for public safety positions. (See Attachment A and B for copies of the Job Bulletins distributed for Police Sergeant and Police Corporal).

The City of Vallejo contracted with Jack Clancy & Associates to develop the written examination and other components of the promotional examinations for these positions. The examination was developed by Matt Gruver, a consultant with Jack Clancy & Associates, in consultation with City of Vallejo's Human Resources Department and subject matter experts (SME's) from the command level ranks of the Vallejo Police Department. Mr. Gruver developed a 100-question, multiple choice examination from a list of source material selected by then Chief of Police Joseph Kreins (See Attachment C). The Vallejo Police Department

purchased/provided copies of the source material from the posted reading list to each applicant for Police Sergeant and Police Corporal.

The Human Resources Department administered the written examination on October 20, 2014, at 10:00 a.m. for the promotional positions of Police Sergeant and Police Corporal. The same written examination was administered to candidates for both Police Sergeant and Police Corporal. Candidates who submitted applications for both Police Sergeant and Police Corporal were only required to take the written examination one time. A total of seventeen (17) candidates took the written examination. Fifteen (15) were candidates for Police Sergeant and nine (9) were candidates for Police Corporal.

Following the written examination, the Human Resources Department scheduled seven (7) days for the Inspection of Questions as provided for in Civil Service Rule 12.1 Inspection of Questions. All candidates for Police Sergeant and Corporal were provided written notification by email of their right to inspection of the questions. Five (5) candidates for Police Sergeant/Corporal exercised the right to review the written examination and answer key in Human Resources.

Protests of specific questions from the written examination were received by all five (5) candidates. A total of twenty-nine (29) questions were protested. The candidates filing protests and the questions protested are listed below. See Attachments D, E, F, G and H for copies of the actual protest forms completed by each candidate. See Attachment I for a list of the twenty-nine (29) questions protested, the four possible answers, with correct answer noted by the word KEY. The page number of the correct answer is noted on the Answer Key. On four questions (Q. 21, 22, 33, and 43), the page number from the resource material used was incorrectly cited. The correct page number has been noted in the staff report.

Joseph McCarthy – Q. 94, 60

Jerome Bautista – Q. 24, 25, 43, 50, 53, 61, 77, 78

Fabio Rodriguez – Q. 21, 22, 24, 33

Sean Kenney – Q. 8, 9, 10, 17, 25, 28, 29, 31, 34, 44, 61, 97

Jim Melville – Q. 4, 6, 23, 27, 28, 32, 61, 64, 78

Matt Gruver, Captain James O'Connell (Vallejo Police Department subject matter expert), and Janet Thiessen, Human Resources Program Manager, reviewed and considered each item challenged by the above candidates. In addition, they reviewed the Exam Item Analysis Report, a statistical report produced by Matt Gruver detailing the percentage of incorrect answers from each question on the written exam. (See Attachment J). Each question which was challenged by a candidate was reviewed in detail in relation to the reading materials, item performance data, subject matter expert input, and testing consultant recommendations. (See Attachment K). The test consultant, Matt Gruver, also provided an explanation of the pre-test and post-test item development and review process. (See Attachment L). As a result of the post-test review, it is the recommendation of the staff to remove nine (9) questions from the written examination. The nine (9) questions are # 8, 25, 29, 50, 53, 60, 61, 78, and 94. If the Civil Service Commission agrees with staff's recommendation to delete these nine questions and retain the other twenty (20) questions protested by candidates, the written examination will be scored using a total of ninety-one (91) questions versus the original one hundred (100) questions.

Following the decision of the Civil Service Commission on the protests filed from the written examination for Police Sergeant and Police Corporal, the Human Resources Department will work with Jack Clancy & Associates to score the examination. Candidates will be notified of their tentative scores on all components of the exam and their tentative overall score. Candidates will be notified of their right to inspect their scored answer sheets and any rating forms used to rate their individual performance during any part of the examination in accordance with Civil Service Rule 12.3. Any protests filed during the five (5) day Inspection of Scored Answer period will be reviewed by Human Resources. If any protests are filed, Human Resources will prepare a



report of examination for the Civil Service Commission's consideration (Rule 12.4 Report of Examination). If no protests are filed, the Human Resources Department will prepare a Register of Eligibles and submit it for approval to the Executive Secretary. Upon approval, Human Resources will notify candidates of their final score, including veterans preference and seniority points, and their ranking on the Register of Eligibles. Human Resources will then refer the Register of Eligibles to the Chief of Police for promotion consideration.

Human Resources will prepare a report of examination for the Civil Service Commission following the conclusion of the above referenced processes.

**CONTACT:** James O'Connell, Captain, (707) 649-5459  
Janet Thiessen, Human Resources Program Manager (707) 648-4106

**ATTACHMENTS:** A - Job Bulletin for Police Sergeant  
B - Job Bulletin for Police Corporal  
C - Reading List of Source Material Selected by Vallejo Police Department  
D - Protest Form - Joseph McCarthy  
E - Protest Form - Jerome Bautista  
F - Protest Form - Fabio Rodriguez  
G - Protest Form - Sean Kenney  
H - Protest Form - Jim Melville  
I - List of Questions and Answers Protested by Candidates  
J - Exam Item Analysis Report from Jack Clancy & Associates  
K - Summary Report of Recommendations on Protested Items  
L - VPD Written Test Item Development Review Info



**CITY OF VALLEJO**  
Department of Human Resources  
555 Santa Clara Street (1st Floor), P.O. Box 3068  
Vallejo, CA 94590

<http://agency.governmentjobs.com/vallejo>  
**INVITES APPLICATIONS FOR THE POSITION OF:**  
**Police Sergeant**

*An Equal Opportunity Employer*

**SALARY**

\$45.99 - \$56.46 Hourly    \$3,679.20 - \$4,516.80 Biweekly    \$7,971.60 - \$9,786.40 Monthly    \$95,659.20 - \$117,436.80 Annually

**OPENING DATE:** 09/04/14

**CLOSING DATE:** 09/29/14, 09:00AM Pacific Time

**THE POSITION**

This is a **PROMOTIONAL ONLY** opportunity available only to current City of Vallejo police officers and police corporals who meet the minimum qualifications as described in this job announcement.

**DEFINITION**

Under general supervision, directs and assists a unit of police officers or employees in performing the police functions of protecting persons and property providing law enforcement, and other related work as required.

**SUPERVISION RECEIVED AND EXERCISED**

Receives general supervision from supervisory or management staff.

**EXAMPLES OF DUTIES**

**EXAMPLES OF IMPORTANT RESPONSIBILITIES AND DUTIES**

Important responsibilities and duties may include, but are not limited to, the following:

Inspects, directs and supervises the work of subordinates; coordinates employee activities which are generally performed independently as individual work details at different job sites or areas.

Mobilizes forces and assigns duties to meet emergencies.

Determines the need for materials and equipment required and is responsible for their care, use and return; reports time and materials used on activities.

Inspects work being performed and approves completed work and reports.

Provides job instruction and prepares work appraisals for employees assigned.

Enforces work safety regulations; enforces departmental and City work regulations.

Provides supervision at the scene of traffic accidents, crimes or other incidents.

May perform specialized administrative or investigative work.

**MINIMUM QUALIFICATIONS**

**Knowledge of:**

Modern police methods and procedures including patrol, crime prevention, traffic control, investigation and identification techniques.

California Penal and Vehicle Codes; criminal law with particular reference to laws pertaining to minors, rights of citizens, and the apprehension, arrest, and custody of persons accused of misdemeanors and felonies.

The rules of evidence pertaining to search and seizure, and the preservation and presentation of such evidence in criminal cases.

**Ability to:**

Schedule, organize, and supervise the work of others.

Analyze situations effectively and interpret and apply appropriate laws and regulations.  
Prepare clear, concise and complete written reports.

Establish and maintain cooperative working relationships with others and to deal tactfully and effectively with the public.

**Experience and Training Guidelines**

*A typical way to obtain the knowledge and abilities would be:*

**Experience**

Three years of experience as a police officer for the City of Vallejo

**Training**

Additional desirable qualifications: possession of an AA Degree in an appropriate discipline; possession of a P.O.S.T. Intermediate or Advanced Certificate.

**APPLICATION AND SELECTION PROCESS**

**Step 1: City of Vallejo Application**

Applications may be obtained and filed on-line at [www.ci.vallejo.ca.us](http://www.ci.vallejo.ca.us), under "Employment Opportunities" or from the Department of Human Resources, 1st Floor, City Hall, 555 Santa Clara Street, Vallejo, CA 94590. In order to be considered for the position, a completed application form must be submitted to the Vallejo Human Resources Office by the final filing date of Monday, September 29, 2014 at 9:00 a.m.

**Step 2: Screening for Minimum Qualifications**

Applications will be screened for minimum qualifications. The City of Vallejo reserves the right to invite only those applicants who meet the minimum qualifications for the position to the examination process.

**Step 3: Examination Process**

The examination process consists of three components: 1) written examination (weighted at 30%); 2) Accomplishment/ Contribution written exercise and Interview (weighted at 40%); and 3) professional panel interview (weighted at 30%). Applicants will be given the opportunity to participate in all three examination components. Applicants must pass each examination component with a minimum score of 70%. The examination process will be conducted by Jack Clancy & Associates.

1) **Written Examination:** The written exam will be held Monday, October 20, 2014. The examination is scheduled for 10:00 a.m. in the Joseph Room at JFK Library, 505 Santa Clara Street, Vallejo, CA. Applicants must show government issued photo identification to be admitted to the examination room. The same written examination will be administered to applicants for both Police Corporal and Police Sergeant. The written exam will consist of 100 questions taken from the recommended reading list (see below).

- *Supervision of Police Personnel (8th Edition)*
- *Emotional Survival for Law Enforcement ( 1st Edition)*
- *Challenging the Law Enforcement Organization (1st Edition)*
- *Alameda County California Criminal Investigation (2014)*
- *VPOA/IBEW/CAMP Memorandums of Understanding (MOU's)*

Note: The above listed City of Vallejo MOU's may be accessed at the following link:

[http://www.ci.vallejo.ca.us/city\\_hall/departments\\_divisions/human\\_resources/employment\\_labor\\_agreements](http://www.ci.vallejo.ca.us/city_hall/departments_divisions/human_resources/employment_labor_agreements)

2) **Accomplishments/Contribution Exercise:** Applicants will be given a written exercise to complete regarding their Accomplishments/Contributions. The instructions for this exercise will be made available to applicants on Friday, October 3, 2014. The written response is to be returned to the Human Resources Office no later

than Friday, October 17, 2014 at 9:00 a.m. The written exercise will be reviewed by VPD Command level personnel and a Human Resources analyst. Applicants will participate in an oral panel interview focusing on the applicant's Accomplishments and Contributions. The oral panel interview will be scheduled between October 21-23, 2014.

**3) Professional Panel Oral Interview:** Applicants will participate in an oral interview before a panel of public safety professionals. This oral panel interview will be scheduled between October 21-23, 2014.

**Step 4: Register of Eligibles**

Applicants must pass each examination component with a minimum score of 70% **AND** achieve an overall minimum score of 70% in order to be placed on the Register of Eligibles for this position. Rank order on the Register of Eligibles will be determined by the overall score of the three examination components plus any applicable Veteran's Preference and/or Seniority Points. The Register of Eligibles will be established following the appeal period as detailed in Civil Service Rule 12. The Register of Eligibles will be effective for a minimum of two years from date of approval.

**VETERAN'S PREFERENCE AND SENIORITY POINTS:**

Veteran's preference points will be applied in accordance with Civil Service Rule 24. A copy of the applicant's DD214 must be filed at time of application in order to receive Veteran's Preference Points. Seniority points will apply as set forth under civil Service Rule 10.5 (or contained within the VPOA MOU).

**Step 5: Department Interview:**

Names of candidates who qualify for placement on the Register of Eligibles will be forwarded to the Chief of Police for further consideration and assessment of qualifications for promotion in accordance with Civil Service Rule \_\_\_ and any applicable language in the current VPOA Memorandum of Understanding.

**ADA Accommodation:**

If you are disabled and need accommodation, please contact Janet Thiessen at (707) 648-4106 or at [jthiessen@ci.vallejo.ca.us](mailto:jthiessen@ci.vallejo.ca.us) no later than Friday, October 3, 2014 at 5:00 p.m.

APPLICATIONS MAY BE OBTAINED AND FILED ONLINE AT:  
<http://agency.governmentjobs.com/vallejo>  
OR  
555 Santa Clara Street (1st Floor), P.O. Box 3068  
Vallejo, CA 94590

EXAM #2014-050  
POLICE SERGEANT  
JT



**CITY OF VALLEJO**  
Department of Human Resources  
555 Santa Clara Street (1st Floor), P.O. Box 3068  
Vallejo, CA 94590

<http://agency.governmentjobs.com/vallejo>  
**INVITES APPLICATIONS FOR THE POSITION OF:**  
**Police Corporal**

*An Equal Opportunity Employer*

**SALARY**

\$49.87 - \$50.37 Hourly    \$3,989.60 - \$4,029.60 Biweekly    \$8,644.13 - \$8,730.80 Monthly    \$103,729.60 - \$104,769.60 Annually

**OPENING DATE:** 09/04/14

**CLOSING DATE:** 09/29/14, 09:00AM Pacific Time

**THE POSITION**

This is a **PROMOTIONAL ONLY** opportunity for current City of Vallejo police officers who meet the minimum qualifications for Police Corporal as described in this job posting.

**DEFINITION**

Under general supervision, leads and assists a unit of police officers or other employees in performing Police Department functions involving the protection of persons and property, enforcing laws, conducting investigations, and completing other related assignments as required. Performs the duties of Police Sergeant in the absence of the team or unit supervisor.

**SUPERVISION RECEIVED AND EXERCISED**

Receives general supervision from supervisory or management staff.

**EXAMPLES OF DUTIES**

**EXAMPLES OF IMPORTANT RESPONSIBILITIES AND DUTIES**

Important responsibilities and duties may include, but are not limited to, the following:

Leads and/or patrols a designated area of the City to preserve law and order, discover and prevent the commission of crimes, and enforce traffic and other laws and ordinances; checks buildings for physical security. Maintains custody of prisoners; transfers prisoners to jail.

Responds to and investigates crimes; gathers, processes, photographs, preserves, and presents evidence including fingerprints, fibers, blood and related physical evidence. Prepares reports on arrests made, activities performed and unusual incidents observed. Interviews victims, complainants and witnesses; identifies and interrogates suspects; apprehends and arrests offenders; and testifies and presents evidence in court.

Enforces traffic laws and ordinances; checks speed with radar; issues warnings and citations. Directs traffic at fires, special events, and other emergency or congested situations. Conducts traffic accident analysis and general traffic surveys; conducts investigations of serious injury and fatality traffic accidents.

Contacts and cooperates with other law enforcement agencies in matters relating to the apprehension of offenders and the investigation of offenses.

Maintains contact with citizens regarding potential law enforcement problems and preserve good relationships with the general public; takes an active role in areas of public education relative to crime and crime prevention.

Provides support to sergeant in field and administrative duties as deemed necessary. Acts as a sergeant in the absence of the team or unit supervisor.

May perform specialized administrative or investigative work. May conduct a variety of criminal investigations involving crimes against persons and property, auto theft, white collar crime, and narcotics; and conducts covert and undercover investigations as assigned. May conduct personnel recruitment background investigations; interview

job candidates and references.

May serve as Intelligence Officer; gather crime related intelligence information and conduct background investigations; coordinate information and activities with outside agencies and jurisdictions.

Acts as a training officer.

Performs related duties and responsibilities required.

**MINIMUM QUALIFICATIONS**

**Knowledge of:**

Modern police methods and procedures including patrol, crime prevention, traffic control, investigation and identification techniques, interviewing and interrogations techniques, offensive and defensive weapons nomenclature and theory.

California Penal and Vehicle Codes; criminal law with particular reference to laws pertaining to minors, rights of citizens, and apprehension, arrest, and custody of persons accused of misdemeanors and felonies.

The rules of evidence pertaining to search and seizure, and the preservation and presentation of such evidence in criminal cases.

First aid principles, practices and techniques; and, self defense tactics.

Principles of lead supervision and training.

Safe work practices.

**Ability to:**

Schedule and organize a work unit. Train and staff on appropriate police methods and techniques.

Understand, interpret and apply laws, regulations, policies and procedures. Analyze situations effectively and interpret and apply appropriate laws and regulations.

Observe accurately and remember names, faces, numbers, incidents and places.

Use and properly care for firearms; learn the operations of standard equipment and facilities required in the performance of assigned tasks.

Prepare clear, concise, complete and grammatically correct written reports.

Identify potential crime situations or traffic hazards and take preventive action; exercise sound judgment and rational thinking under dangerous circumstances; evaluate various options and alternatives and choose an appropriate, reasonable course of action.

Meet the first aid requirement and administer first aid.

Communicate effectively orally and in writing.

Establish and maintain cooperative working relationships with others and to deal tactfully and effectively with the public.

Maintain physical condition appropriate to the performance of assigned duties and experience and Training Guidelines:

A typical way to obtain the knowledge and abilities for this classification would be:

**Experience:**

Three years of experience as a police officer in the City of Vallejo.

**Training:**

Additional desirable qualifications: possession of an AA Degree in an appropriate discipline; possession of a P.O.S.T. Intermediate or Advanced Certificate.

**License or Certificate:**

Possession of an appropriate, valid driver's license.

**APPLICATION AND SELECTION PROCESS****Step 1: City of Vallejo Application**

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**Step 2: Minimum Qualifications**

Applications will be screened for minimum qualifications. The City of Vallejo reserves the right to invite only those applicants who meet the minimum qualifications for the position to the examination process.

**Step 3: Examination Process**

The examination process consists of three components: 1) written examination (weighted at 30%); 2) Accomplishment/ Contribution written exercise and interview (weighted at 40%); and 3) professional panel interview (weighted at 30%). Applicants will be given the opportunity to participate in all three examination components. Applicants must pass each examination component with a minimum score of 70%. The examination process will be conducted by Jack Clancy & Associates.

**1) Written Examination:** The written exam will be held Monday, October 20, 2014. The examination is scheduled for 10:00 a.m. in the Joseph Room at JFK Library, 505 Santa Clara Street, Vallejo, CA. Applicants must show government issued photo identification to be admitted to the examination room. The same written examination will be administered to applicants for both Police Corporal and Police Sergeant. The written exam will consist of 100 questions taken from the recommended reading list (see below).

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**2) Accomplishments/Contribution Exercise:** Applicants will be given a written exercise to complete regarding their Accomplishments/Contributions. The instructions for this exercise will be made available to applicants on Friday, October 3, 2014. The written response is to be returned to the Human Resources Office no later than Friday, October 17, 2014 at 9:00 a.m. The written exercise will be reviewed by VPD Command level personnel and a Human Resources analyst. Applicants will participate in an oral panel interview focusing on the applicant's Accomplishments and Contributions. The oral panel interview will be scheduled between October 21-23, 2014.

**3) Professional Panel Oral Interview:** Applicants will participate in an oral interview before a panel of public safety professionals. This oral panel interview will be scheduled between October 21-23, 2014.

**Step 4: Register of Eligibles**

Applicants must pass each examination component with a minimum score of 70% in order to be placed on the Register of Eligibles for this position. Rank order on the Register of Eligibles will be determined by the overall score of the three examination components plus any applicable Veteran's Preference and/or Seniority Points. The Register of Eligibles will be established following the appeal period as detailed in Civil Service Rule 12. The Register of Eligibles will be effective for a minimum of two years from date of approval.

**VETERAN'S PREFERENCE AND SENIORITY POINTS:**

Veteran's preference points will be applied in accordance with Civil Service Rule 24. A copy of the applicant's DD214 must be filed at time of application in order to receive Veteran's Preference Points. Seniority points will apply as set forth under Civil Service Rule 10.5 (or contained within the VPOA MOU).

**Step 5: Department Interview:**

Names of candidates who qualify for placement on the Register of Eligibles will be forwarded to the Chief of Police for further consideration and assessment of qualifications for promotion in accordance with Civil Service Rule \_\_\_ and any applicable language in the current VPOA Memorandum of Understanding.

**ADA Accommodation:**

If you are disabled and need accommodation, please contact Janet Thiessen at (707) 648-4106 or at [jthiessen@ci.vallejo.ca.us](mailto:jthiessen@ci.vallejo.ca.us) no later than Friday, October 3, 2014 at 5:00 p.m.

APPLICATIONS MAY BE OBTAINED AND FILED ONLINE AT:  
<http://agency.governmentjobs.com/vallejo>  
OR  
555 Santa Clara Street (1st Floor), P.O. Box 3068  
Vallejo, CA 94590

EXAM #2014-048  
POLICE CORPORAL  
JT



**Police Sergeant and Police Corporal Promotional Examination – 2014  
Recommended Reading List**

- *Supervision of Police Personnel (8<sup>th</sup> Edition)*, (2014), Nathan F. Iannone, Marvin D. Iannone, and Jeff Bernstein, Pearson Education, Inc. Upper Saddle River, New Jersey
- *Emotional Survival for Law Enforcement (1<sup>st</sup> Edition)*, (2002), Kevin M. Gilmartin, PhD., E-S Press, Tucson, Arizona
- *Challenging the Law Enforcement Organization (1<sup>st</sup> Edition)*, (June 2006). Jack E. Enter, PhD., Narrow Road Press, Dacula, Georgia
- *California Criminal Investigation, A Publication of the Alameda County District Attorney's Office, (2014 Edition)*, Nancy E. O'Malley, District Attorney, and Mark Hutchins, Oakland, CA
- *Memorandum of Understanding between the City of Vallejo and Vallejo Police Officers Association (V.P.O.A)*, Effective from July 1, 2000 through June 30, 2010 and *Supplemental Agreement Between the City of Vallejo and the Vallejo Police Officers Association*, Executed January 28, 2009
- *Memorandum Of Understanding between the City of Vallejo and International Brother of Electrical Workers, Local 2376, AFL-CIO (I.B.E.W.)*, July 1, 2010 through December 31, 2012
- *Memorandum of Understanding between the City of Vallejo and Confidential, Administrative, Managerial, and Professional Association of Vallejo (C.A.M.P.)*, July 31, 2013 – June 30, 2014

Attachment: D

City of Vallejo  
Civil Service Commission  
c/o The Office of the Executive Secretary  
Applicant Review of Written Examination Answer Sheet

Pursuant to the City of Vallejo Civil Service Rule 12, I JOSEFA MCCARTHY  
(Applicant's name)

with applicant ID# 7989415, have been allowed to review my answer sheet for the

written examination for the position of SERGEANT / CORPORAL, which was  
(Position Title)

administered on 10/20/14.  
(Examination date)

Answer Sheet reviewed on: 11/03/14  
(Date)

Applicant's Signature: [Signature] 629

COPY

CITY OF VALLEJO  
2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
ITEM INQUIRY FORM

Candidate Name: JOSEPH McCARTHY

Date: 11/3/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
94	<p>IN THE VPOA MOU, Pg 19 3 (E) STATES: AN OFFICER WHO IS ORDERED TO WORK OVERTIME WILL BE REIMBURSED FOR THE ACTUAL AND NECESSARY COST OF A MEAL, NOT TO EXCEED \$ 7.50. THIS APPLIES TO THOSE OFFICERS WHO WORK FOR AT LEAST FOUR (4) HOURS OVERTIME.</p> <p>WE ARE ENTITLED TO A 7.50 MEAL IF WE ARE "ORDERED", NOT JUST MERELY WORKING 4 HRS OT VOLUNTARILY BY CONTRACT.</p> <p>WE HAVE TO BE ORDERED PER OUR MANAGEMENT.</p>
60	<p>THE QUESTION ITSELF IS CONFUSING TO THE READER.</p> <p>THE TERM REFLECTIVE EMPLOYEE AND "EXEMPLARY EMPLOYEE" ARE GIVEN TWO OR SEVERAL CONTEXT THROUGHOUT PAGE 107 IN THE BOOK. AN "EXEMPLARY" EMPLOYEE DOES NOT NEED EXTERNAL MOTIVATION, CLEARLY. THE ENTIRE QUESTION AND ANSWER KEY IS INACCURATE. IT WOULD BE A TOTAL GUESS IF NARROWED DOWN BETWEEN ANSWERS A + B.</p> <p>AMBIGUOUS AT BEST. DOESNT ADDRESS "REFLECTIVE" AT ALL.</p>

Attachment: E

City of Vallejo  
Civil Service Commission  
c/o The Office of the Executive Secretary  
Applicant Review of Written Examination Answer Sheet

Pursuant to the City of Vallejo Civil Service Rule 12, I JEROME BAVISTA  
(Applicant's name)

with applicant ID# 15307292, have been allowed to review my answer sheet for the

written examination for the position of OFFICER, which was  
(Position Title)

administered on 10/20/14  
(Examination date)

Answer Sheet reviewed on: 11/10/14  
(Date)

Applicant's Signature: 

FINISHED

CITY OF VALLEJO  
2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
ITEM INQUIRY FORM

Candidate Name: JEROME BAVISTA

Date: 11/10/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
#24	ACCORDING TO TEXT, APPEARS THAT UPWARD AND DOWNWARD ARE CORRECT ANSWERS IN ADDITION TO LATERAL. LATERAL IS NOT THE CLEAR ANSWER IN THE BOOK
#25	ANSWERS B + D APPEAR CONFUSING DUE TO THE MANNER WHICH COMMUNICATION IS BEING USED IN THE CONTEXT.
#43	VIOLENCE IS MENTIONED OUTRE A BIT IN THE TEXT AND CAN BE CONSIDERED A CORRECT ANSWER. THE TEXT DOES NOT CLEARLY RULE OUT VIOLENT CRIME AS THE ANSWER. ALSO ANSWER ITEM IS WRONG.
	CORRECT PAGES ARE 7-12.
#50	ANSWER CONFUSING IN TEXT
#53	TEXT DOES NOT SAY "TAKE THE ETHICAL COURSE" INSTEAD IT HAS FEELS VERBAGE LEADING TO THAT ANSWER BUT DOES NOT SPECIFY IT.



CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: Jerome BANTISTA

Date: 11/10/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
#61	TEXT ONLY SAYS EVIDENCE ARE DISTURBED OR SUSPICIOUS BUT DOES NOT CLEARLY STATE THAT OUR COMPLIMENTS ARE NOT WELL RECEIVED.
#77	QUESTION IS UNCLEAR, IF A PERSON HAS SPECIFIC CONTROL OVER THAT PROPERTY (I.E. COMPUTER W/PASSWORD, SAFE) AND ONLY HE CAN ACCESS IT, THEN ANOTHER PARTY CANNOT CONSENT TO THAT SPECIFIC PROPERTY. QUESTION IS VAGUE.
#78	REFUSAL IS RELEVANT BECAUSE IT CAN RAISE THE OFFICER'S SUSPICION



Attachment: F

City of Vallejo  
Civil Service Commission  
c/o The Office of the Executive Secretary  
Applicant Review of Written Examination Answer Sheet

Pursuant to the City of Vallejo Civil Service Rule 12, I FABIO RODRIGUEZ  
(Applicant's name)

with applicant ID# 21954100 have been allowed to review my answer sheet for the

written examlnation for the position of POLICE SERGEANT / CORPORAL, which was  
(Position Title)

administered on 10/20/14  
(Examination date)

Answer Sheet reviewed on: 11/10/14  
(Date)

Applicant's Signature: 

Finished.  
12:17 pm

CITY OF VALLEJO  
2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
ITEM INQUIRY FORM

Candidate Name: FABIO RODRIGUEZ

Date: 11/10/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
21	THE CORRECT ANSWER FOR QUESTION 21 IS LOCATED ON PAGE 88, NOT PAGE 64 AS INDICATED ON THE KEY. THE ANSWER "A" - LECTURE IS NONE THE LESS CORRECT.
22	SAME AS ABOVE CORRECT ANSWER FOUND ON PAGE 92 UNDER "PLANNING" SECTION.





CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: RODRIGUEZ, F. #563

Date: 11/10/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
24	TEXT <del>FROM</del> READS THAT ORGANIZATIONS ARE
	HIGHLY DEPENDENT ON "GOOD UPWARD, DOWNWARD,
	+ LATERAL COMMUNICATIONS." THE TEXT IS
	A LITTLE VAGUE IN IDENTIFYING "LATERAL"
33	COULD NOT LOCATE ANSWER ON PAGE 199



Attachment: G

City of Vallejo  
Civil Service Commission  
c/o The Office of the Executive Secretary  
Applicant Review of Written Examination Answer Sheet

Pursuant to the City of Vallejo Civil Service Rule 12, I SEAN KENNEY  
(Applicant's name)

with applicant ID# 22024885, have been allowed to review my answer sheet for the

written examination for the position of POLICE CORPORAL/SERGEANT, which was  
(Position Title)

administered on 10/20/14  
(Examination date)

Answer Sheet reviewed on: 11/5/14  
(Date)

Applicant's Signature 

CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: SEAN KENNEY

Date: 11/5/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
8	DEFINITIONS OF MISTAKES OF HEART/HEAD NOT PROVIDED BY TEXT. QUESTION IS AMBIGUOUS IN THAT A MISTAKE OF HEART COULD MEAN MALICE OR HONEST MISTAKE WHEN "HEAVET" WAS IN THE RIGHT PLACE. AS SET, ANSWER "A" MAY BE INTERPRETED AS THE CORRECT ANSWER
9	B, C, & D ARE CLOSELY RELATED AND THE TERMS CAN BE INTERCHANGEABLE WITHOUT MEMORIZING THE TEXT.



CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: SEAN KEADNEY

Date: 11/5/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
10	B & D ARE CLOSELY RELATED
	"D" (COMMUNICATION STYLE) IS AN IMPORTANT COMPONENT
	DISCUSSED HEAVILY BY THE TEXT AS A MEANS
	OF CREATING A POSITIVE CLIMATE AND
	COOPERATION.
17	WHILE "D" IS VERBATIM FROM THE TEXT,
	THE TEXT ALSO REFERENCES MOTIVATION (A)
	AS BEING INVOLVED IN EVERY ASPECT OF
	MANAGING (P.4). B & D ARE ALSO ESSENTIAL
	(ALBERT, NOT PRINCIPLE) DUTIES OF THE SUPERVISOR

CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: SEON KENNEY

Date: 11/5/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
25	<p>QUESTION &amp; ANSWERS ARE AMBIGUOUS, CONFUSING AND NOT RELATED TO THE JOB CLASS. THIS QUESTION ACTUALLY SUPPORTS "C" AS A PROPER ANSWER.</p>
28	<p>THIS QUESTION REQUIRES MEMORIZATION OF THE TEXT WHICH IS NOT RELATED TO THE DUTIES OF EITHER JOB. THE TEXT ALSO DISCUSSES HOW LACK OF UNDERSTANDING IS A CONCERN OF EMPLOYERS (P. 102-113). THIS IS AMBIGUOUS IN THAT IT CAN BE INTERPRETED AS A HUMAN DRIVE.</p>



CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: SEAN KENNEY

Date: 11/5/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
29	<p>THIS CONTRADICTS OTHER LEADERSHIP PRINCIPLES DISCUSSED IN THE TEXT. BY PLACING EMPLOYEES IN CHOICE POSITIONS WITHOUT DUE PROCESS, YOU CREATE DIVISION IN THE WORKFORCE AND REDUCE MORALE. "C" IS DISCUSSED HEAVILY AS A MEANS TO INCREASE MORALE &amp; MOTIVATION, THEREBY AVOIDING FRUSTRATIONS</p>
31	<p><del>THE</del> QUESTION IS AMBIGUOUS AND REQUIRES MEMORIZATION OF TEXT. ANSWER IS SUBJECTIVE AND NOT REFERENCED BY RESEARCH.</p>



CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: SEAN KENNEDY

Date: 11/5/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
34	QUESTION IS AMBIGUOUS AND REQUIRES
	MEMORIZATION OF THE TEXT. ALL ANSWERS
	RELATE TO THE QUESTION
44	TEXT REFERENCES FRIENDS/PEERS
	AS A "PRIMARY" ASPECT OF SOCIALIZATION (P5)



CITY OF VALLEJO  
 2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
 ITEM INQUIRY FORM

Candidate Name: SEAN KENNEL

Date: 11/5/14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
61	<p>"D" IS A FORM OF "B" WHICH LEADS THE TEST TAKER TO THINK "A" IS THE ANSWER DUE TO TANGIBLE REWARDS BEING NEWER AND DOES NOT REINFORCE BEHAVIOR IN NEW-UNIFORMED PERSONNEL.</p>
<del>83</del> 97	<p><del>RECORD</del> CONTRACT ALSO STATES GRIEVANCE MUST BE FILED WITHIN 10 DAYS (ANSWER A) OR 15 DAYS IF UNSET WIDE (ANSWER B).</p>





Attachment: H

City of Vallejo  
Civil Service Commission  
c/o The Office of the Executive Secretary  
Applicant Review of Written Examination Answer Sheet

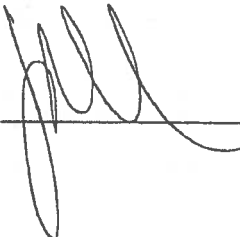
Pursuant to the City of Vallejo Civil Service Rule 12, I JIM MELVILLE,  
(Applicant's name)

with applicant ID# 3022400, have been allowed to review my answer sheet for the

written examination for the position of SGT., which was  
(Position Title)

administered on 10-20-14,  
(Examination date)

Answer Sheet reviewed on: 11-13-14  
(Date)


Applicant's Signature: 

CITY OF VALLEJO  
2014 POLICE SERGEANT/CORPORAL WRITTEN EXAMINATION  
ITEM INQUIRY FORM

Candidate Name: JIM McCall

Date: 11-13-14

QUESTION NUMBER	REASON FOR INQUIRY Please be detailed in your reasoning and print legibly
4	MULTIPLE RIGHT ANSWERS
6	I BELIEVE THERE CAN BE MULTIPLE ANSWERS FOR THIS QUESTION
<del>12</del>	
<del>18</del>	
<del>22</del>	
23	I BELIEVE THE QUESTION SHOULD HAVE BEEN PHRASED DIFFERENT.
27	THIS WAS A CONFUSING QUESTION & ANSWER TO ME.
28	IF YOU READ INTO THE QUESTION I BELIEVE THE ENTIRE PARAGRAPH <del>OF</del> VOICES THE NEEDED FOR UNDERSTANDING.
32	ALL OF THE ANSWERS CAN BE CORRECT
<del>35</del>	
<del>40</del>	
61	CONFUSING QUESTION
64	CONFUSING QUESTION BECAUSE THE OTHER ANSWERS WERE ALSO DISCUSSED.
<del>78</del>	CONFUSING QUESTION

  
 Finished @ 3:49pm

**Police Sergeant and Police Corporal Promotional Examination – 2014**

**List of Questions and Answers Protested by Candidates**

---

Joseph McCarthy – Q. 94, 60

Jerome Bautista – Q. 24, 25, 43, 50, 53, 61, 77, 78

Fabio Rodriguez – Q. 21, 22, 24, 33

Sean Kenney – Q. 8, 9, 10, 17, 25, 28, 29, 31, 34, 44, 61, 97

Jim Melville – Q. 4, 6, 23, 27, 28, 32, 61, 64, 78

---

Items 1-41 in this section are taken from *Supervision of Police Personnel* (8<sup>th</sup> Ed.):

4. According to the text, people like to be led by those
- A. who think and act as they do.
  - B. who have the same belief system that they do.
  - C. whom they can trust and have trust in.
  - D. whom they respect and in whom they have confidence. KEY

Page 2

6. According to the text, the supervisor derives his real authority from the
- A. appointing authority.
  - B. mission, vision and values of the organization.
  - C. authority afforded the department as a law enforcement agency.
  - D. spirit of cooperation, respect, and confidence he gains from his subordinates. KEY

Page 3

8. According to the text, mistakes "of the heart" may require \_\_\_\_\_ in order to prevent a recurrence.
- A. retraining
  - B. retribution
  - C. positive reinforcement
  - D. negative corrective action      KEY

Page 8

9. The essential supervisory activity of coordination can best be accomplished through \_\_\_\_\_.
- A. mandate
  - B. direct order
  - C. reasonable request
  - D. direct communication      KEY

Page 19

10. The supervisor's \_\_\_\_\_ can establish a climate in which the spirit of cooperation will thrive among his subordinates.
- A. input
  - B. attitude      KEY
  - C. personality
  - D. communication style

Page 20

17. One of the principal duties of a supervisor and perhaps one of his most important responsibilities is
- A. to motivate his employees
  - B. to ensure that subordinates are treated fairly
  - C. the training of subordinates      KEY
  - D. the setting of performance expectations for his employees.

Page 69

21. According to the text, the \_\_\_\_\_ method of teaching is quite often the least effective method since it assumes that all members of the class progress at the same rate.
- A. lecture            KEY
  - B. simulation
  - C. role-playing
  - D. demonstration

Page 64 (Answer Key incorrect; should have cited page 88)

22. If a staff meeting is to produce maximum results, a portion of it should be devoted to \_\_\_\_\_.
- A. training            KEY
  - B. discussion
  - C. airing grievances
  - D. sharing the mission and vision of the organization

Page 88 (Answer Key incorrect; should have cited page 92)

23. According to the text, the number one problem of management, and the number one complaint of workers, is
- A. lack of a shared vision
  - B. communication difficulties            KEY
  - C. unclear or obscure organization direction
  - D. not getting low performing employees out of the organization

Page 101

24. According to the text, \_\_\_\_\_ communications are most important to the activity of coordinating the efforts of organizational units.
- A. lateral            KEY
  - B. upward
  - C. downward
  - D. comprehensive

Page 103

25. Which is NOT one of the three main reasons why written communications fail to achieve what is intended?
- A. The writer fails to support his conclusions by factual data.
  - B. The writer does not identify his target audience early in his communication. KEY
  - C. The writer fails to use the most specific and concrete words to make his meaning clear.
  - D. The writer, because of a lack of care or an inability to discriminate between fact and nonfact, confuses his communications by misinterpreting the data upon which they are based.

Page 121

27. According to the text, up to two-thirds of any message is \_\_\_\_\_.
- A. verbal
  - B. nonverbal KEY
  - C. missed due to poor listening skills
  - D. missed due to a lack of understanding

Page 129

28. Which is NOT one of the commonly recognized basic human drives cited in the text?
- A. The wish for security.
  - B. The wish for recognition.
  - C. The drive for understanding. KEY
  - D. The drive for new experiences.

Page 146

29. According to the text, many frustrations in the workplace can be avoided if the supervisor makes an effort to
- A. get to know his employees personally.
  - B. listen to the complaints of his employees.
  - C. help his subordinates to identify their own needs and wants.
  - D. place his subordinates in the assignments for which they are best suited. KEY

Page 160

31. Which statement is true regarding the enforcement of rules of conduct?
- A. Employees often dislike the rules more than the way that they are enforced.
  - B. Employees often dislike the people enforcing the rules more than the rules themselves.
  - C. Employees often oppose the spirit of the rule more than the rule itself.
  - D. Employees often oppose the manner in which organizational rules are enforced more than the rules themselves. KEY

Page 193

32. Which statement is true regarding the frequent transfer of a problem employee from one assignment or shift to another?
- A. Transfer never corrects the problem.
  - B. Transfer will always alleviate the issue of problem.
  - C. Transfer may correct a problem but more often does not. KEY
  - D. Transferring an employee more than once will typically correct any problems.

Page 195

33. Most grievances that do not involve a contractual matter can be resolved by the \_\_\_\_\_ without referral to a higher authority.
- A. employee himself
  - B. first-line supervisor KEY
  - C. association representative
  - D. Human Resources Director

Page 199 (Answer Key incorrect; should have cited page 196)

34. According to the text, the main purpose of \_\_\_\_\_ are to facilitate coordination of effort, develop self-control and character, and foster orderliness and efficiency.
- A. policies
  - B. discipline KEY
  - C. leadership
  - D. management

Page 200

Items 42-64 in this section are taken from *Challenging the Law Enforcement Organization*:

43. Which is NOT an example of a "flight" behavior?

- A. Gambling
- B. Violent crime           KEY
- C. Spending spree
- D. Substance abuse

Page 4 (Answer Key incorrect; should have cited page 10)

44. What is the primary socialization tool in American culture?

- A. The media       KEY
- B. The workplace
- C. The nuclear family
- D. Friends and neighbors

Page 5

50. Which is the biggest obstacle that most managers face when attempting to implement progressive leadership strategies?

- A. Resistance from subordinates.
- B. Lack of support from upper management.
- C. Lack of time and resources available to them.
- D. Resentment from fellow managers and supervisors.       KEY

Page 27

53. What is the greatest motivation/reward for most law enforcement managers?

- A. External praise from their superiors.
- B. Earning departmental awards and promotions.
- C. Being respected by their peers and subordinates.
- D. Internal satisfaction of having taken the ethical course.       KEY

Page 60



60. Which statement regarding reflective employees is NOT true?
- A. They tend to be emotionally smarter.
  - B. They require lots of external motivation. KEY
  - C. They make better supervisors and managers.
  - D. They are typically suspicious of management.

Page 107

61. Which type of positive reinforcement is typically the least well received by law enforcement personnel?
- A. Tangible rewards
  - B. Oral compliments KEY
  - C. Written compliments
  - D. Second hand compliments

Page 112

64. Holistic leadership requires
- A. enlisting the assistance of others to hold us accountable to achieve our goals.
  - B. the use of 360 evaluations and feedback to assess strengths and weaknesses.
  - C. applying self-mastery, communication, and motivational skills to one's personal life. KEY
  - D. ensuring the goals of the department, yourself, and your subordinates are not at odds.

Page 144

**Items 65-71 in this section are taken from *Emotional Survival for Law Enforcement*:**

No protests filed for these questions.

**Items 72-91 in this section are taken from *California Criminal Investigation (2014)*:**

77. Four people have common authority over a property. From how many of the four people must an officer obtain a "consent to search" before actually searching the property?

- A. 1 KEY
- B. 2
- C. 3
- D. 4

Page 45

78. Which circumstance is NOT relevant in determining whether it was reasonable to believe that a detainee was armed and dangerous?

- A. The suspect makes a furtive gesture.
- B. The suspect is wearing baggy clothing.
- C. A refusal of the suspect to identify himself.
- D. The suspect refuses to consent to a pat search. KEY

Pages 54-56

**Items 92 – 100 in this section are taken from the Labor Agreement Between the City of Vallejo and The Vallejo Police Officers Association:**

94. An officer who works at least \_\_\_\_\_ hour(s) of overtime will be reimbursed for the actual and necessary cost of a meal, not to exceed \$7.50.

- A. one
- B. two
- C. four KEY
- D. eight

Page 19 (Question is incorrectly stated as this situation only applies when the on-duty Watch Commander has ordered an on-duty officer to work overtime that is not voluntary – Section 12: Overtime, E.).

97. No Step One grievance shall be processed for an occurrence which happened more than \_\_\_\_\_ regularly scheduled working days prior to the date the written grievance is presented to the department head or his/her designated representative.
- A. 10
  - B. 15
  - C. 20     KEY
  - D. 30

Class Average: 63.18 - 63.18%  
 Class Median: 64.0 - 64.00%  
 KR20: 0.774

Total Possible: 100  
 Highest Score: 74 - 74.00%  
 Lowest Score: 40 - 40.00%

Instructor: FPSI  
 Exam Name: JCA Vallejo PD SGT/CPL Key  
 Exam Date: Friday, October 17, 2014  
 Class ID:

Item	Correct	Point Biserial	Blanks	Multiples	Percent Incorrect
Q 1	15, 88.2%	0.27			11.8%
Q 2	5, 29.4%	0.23			70.6%
Q 3	1, 5.9%	-0.70			94.1%
Q 4	15, 88.2%	0.23			11.8%
Q 5	10, 58.8%	0.22			41.2%
Q 6	16, 94.1%	0.13			5.9%
Q 7	15, 88.2%	0.27			11.8%
Q 8	3, 17.6%	0.37			82.4%
Q 9	11, 64.7%	-0.24			35.3%
Q 10	11, 64.7%	-0.07			35.3%
Q 11	8, 47.1%	0.06			52.9%
Q 12	4, 23.5%	0.12			76.5%
Q 13	5, 29.4%	0.23			70.6%
Q 14	14, 82.4%	0.09			17.6%
Q 15	14, 82.4%	-0.16			17.6%
Q 16	10, 58.8%	-0.28			41.2%
Q 17	5, 29.4%	-0.13			70.6%
Q 18	17, 100.0%	0.00			0.0%
Q 19	13, 76.5%	0.04			23.5%
Q 20	13, 76.5%	0.33			23.5%
Q 21	16, 94.1%	-0.17			5.9%
Q 22	5, 29.4%	-0.02			70.6%
Q 23	8, 47.1%	0.06			52.9%
Q 24	9, 52.9%	0.33			47.1%
Q 25	3, 17.6%	0.17			82.4%
Q 26	11, 64.7%	0.31			35.3%
Q 27	12, 70.6%	0.01			29.4%

Correct answers are shown in bold and Italics

Q 1 A (0, 0.0%) B (2, 11.8%) C (0, 0.0%) D (15, 88.2%) E (0, 0.0%)  
 Q 2 A (11, 64.7%) B (0, 0.0%) C (5, 29.4%) D (1, 5.9%) E (0, 0.0%)  
 Q 3 A (0, 0.0%) B (16, 94.1%) C (1, 5.9%) D (0, 0.0%) E (0, 0.0%)  
 Q 4 A (0, 0.0%) B (0, 0.0%) C (2, 11.8%) D (15, 88.2%) E (0, 0.0%)  
 Q 5 A (7, 41.2%) B (0, 0.0%) C (10, 58.8%) D (0, 0.0%) E (0, 0.0%)  
 Q 6 A (0, 0.0%) B (1, 5.9%) C (0, 0.0%) D (16, 94.1%) E (0, 0.0%)  
 Q 7 A (15, 88.2%) B (2, 11.8%) C (0, 0.0%) D (15, 88.2%) E (0, 0.0%)  
 Q 8 A (8, 47.1%) B (1, 5.9%) C (5, 29.4%) D (3, 17.6%) E (0, 0.0%)  
 Q 9 A (0, 0.0%) B (11, 64.7%) C (5, 29.4%) D (11, 64.7%) E (0, 0.0%)  
 Q 10 A (0, 0.0%) B (11, 64.7%) C (2, 11.8%) D (4, 23.5%) E (0, 0.0%)  
 Q 11 A (4, 23.5%) B (5, 29.4%) C (0, 0.0%) D (8, 47.1%) E (0, 0.0%)  
 Q 12 A (4, 23.5%) B (10, 58.8%) C (0, 0.0%) D (3, 17.6%) E (0, 0.0%)  
 Q 13 A (5, 29.4%) B (5, 29.4%) C (2, 11.8%) D (5, 29.4%) E (0, 0.0%)  
 Q 14 A (14, 82.4%) B (0, 0.0%) C (1, 5.9%) D (2, 11.8%) E (0, 0.0%)  
 Q 15 A (2, 11.8%) B (1, 5.9%) C (14, 82.4%) D (0, 0.0%) E (0, 0.0%)  
 Q 16 A (10, 58.8%) B (3, 17.6%) C (0, 0.0%) D (4, 23.5%) E (0, 0.0%)  
 Q 17 A (5, 29.4%) B (3, 17.6%) C (5, 29.4%) D (4, 23.5%) E (0, 0.0%)  
 Q 18 A (0, 0.0%) B (17, 100.0%) C (0, 0.0%) D (0, 0.0%) E (0, 0.0%)  
 Q 19 A (13, 76.5%) B (1, 5.9%) C (3, 17.6%) D (0, 0.0%) E (0, 0.0%)  
 Q 20 A (13, 76.5%) B (2, 11.8%) C (0, 0.0%) D (2, 11.8%) E (0, 0.0%)  
 Q 21 A (16, 94.1%) B (0, 0.0%) C (1, 5.9%) D (0, 0.0%) E (0, 0.0%)  
 Q 22 A (5, 29.4%) B (8, 47.1%) C (3, 17.6%) D (1, 5.9%) E (0, 0.0%)  
 Q 23 A (1, 5.9%) B (8, 47.1%) C (7, 41.2%) D (1, 5.9%) E (0, 0.0%)  
 Q 24 A (9, 52.9%) B (0, 0.0%) C (5, 29.4%) D (3, 17.6%) E (0, 0.0%)  
 Q 25 A (1, 5.9%) B (3, 17.6%) C (6, 35.3%) D (7, 41.2%) E (0, 0.0%)  
 Q 26 A (0, 0.0%) B (11, 64.7%) C (6, 35.3%) D (0, 0.0%) E (0, 0.0%)  
 Q 27 A (0, 0.0%) B (12, 70.6%) C (3, 17.6%) D (2, 11.8%) E (0, 0.0%)

**Exam Item Analysis Report**

**Exams Graded: 17**

Instructor: FPSI  
 Exam Name: JCA Vallejo PD SGT/CPL Key  
 Exam Date: Friday, October 17, 2014  
 Class ID: 100  
 Total Possible: 100  
 Highest Score: 74 - 74.00%  
 Lowest Score: 40 - 40.00%  
 Class Average: 63.18 - 63.18%  
 Class Median: 64.0 - 64.00%  
 KR20: 0.774

Item	Correct	Point Biserial	Blanks	Multiples	Correct	Percent Incorrect
Q 28 A (0, 0.0%)	B (0, 0.0%)	C (10, 58.8%)	D (7, 41.2%)	E (0, 0.0%)	10, 58.8%	41.2%
Q 29 A (5, 29.4%)	B (8, 47.1%)	C (3, 17.6%)	D (1, 5.9%)	E (0, 0.0%)	1, 5.9%	94.1%
Q 30 A (2, 11.8%)	B (4, 23.5%)	C (8, 47.1%)	D (3, 17.6%)	E (0, 0.0%)	8, 47.1%	52.9%
Q 31 A (0, 0.0%)	B (0, 0.0%)	C (1, 5.9%)	D (16, 94.1%)	E (0, 0.0%)	16, 94.1%	5.9%
Q 32 A (9, 52.9%)	B (0, 0.0%)	C (8, 47.1%)	D (0, 0.0%)	E (0, 0.0%)	8, 47.1%	52.9%
Q 33 A (0, 0.0%)	B (17, 100.0%)	C (0, 0.0%)	D (0, 0.0%)	E (0, 0.0%)	17, 100.0%	0.0%
Q 34 A (7, 41.2%)	B (2, 11.8%)	C (7, 41.2%)	D (1, 5.9%)	E (0, 0.0%)	2, 11.8%	88.2%
Q 35 A (4, 23.5%)	B (4, 23.5%)	C (9, 52.9%)	D (0, 0.0%)	E (0, 0.0%)	9, 52.9%	47.1%
Q 36 A (4, 23.5%)	B (1, 5.9%)	C (11, 64.7%)	D (1, 5.9%)	E (0, 0.0%)	11, 64.7%	35.3%
Q 37 A (0, 0.0%)	B (0, 0.0%)	C (12, 70.6%)	D (5, 29.4%)	E (0, 0.0%)	5, 29.4%	70.6%
Q 38 A (0, 0.0%)	B (1, 5.9%)	C (0, 0.0%)	D (16, 94.1%)	E (0, 0.0%)	16, 94.1%	5.9%
Q 39 A (1, 5.9%)	B (0, 0.0%)	C (11, 64.7%)	D (5, 29.4%)	E (0, 0.0%)	11, 64.7%	35.3%
Q 40 A (0, 0.0%)	B (12, 70.6%)	C (4, 23.5%)	D (1, 5.9%)	E (0, 0.0%)	12, 70.6%	29.4%
Q 41 A (4, 23.5%)	B (4, 23.5%)	C (2, 11.8%)	D (7, 41.2%)	E (0, 0.0%)	7, 41.2%	58.8%
Q 42 A (12, 70.6%)	B (1, 5.9%)	C (2, 11.8%)	D (2, 11.8%)	E (0, 0.0%)	12, 70.6%	29.4%
Q 43 A (0, 0.0%)	B (15, 88.2%)	C (2, 11.8%)	D (0, 0.0%)	E (0, 0.0%)	15, 88.2%	11.8%
Q 44 A (10, 58.8%)	B (5, 29.4%)	C (1, 5.9%)	D (1, 5.9%)	E (0, 0.0%)	10, 58.8%	41.2%
Q 45 A (2, 11.8%)	B (1, 5.9%)	C (2, 11.8%)	D (12, 70.6%)	E (0, 0.0%)	12, 70.6%	29.4%
Q 46 A (3, 17.6%)	B (1, 5.9%)	C (0, 0.0%)	D (13, 76.5%)	E (0, 0.0%)	13, 76.5%	23.5%
Q 47 A (13, 76.5%)	B (0, 0.0%)	C (4, 23.5%)	D (0, 0.0%)	E (0, 0.0%)	13, 76.5%	23.5%
Q 48 A (15, 88.2%)	B (1, 5.9%)	C (0, 0.0%)	D (1, 5.9%)	E (0, 0.0%)	15, 88.2%	11.8%
Q 49 A (16, 94.1%)	B (0, 0.0%)	C (1, 5.9%)	D (0, 0.0%)	E (0, 0.0%)	16, 94.1%	5.9%
Q 50 A (8, 47.1%)	B (1, 5.9%)	C (1, 5.9%)	D (7, 41.2%)	E (0, 0.0%)	7, 41.2%	58.8%
Q 51 A (8, 47.1%)	B (0, 0.0%)	C (8, 47.1%)	D (1, 5.9%)	E (0, 0.0%)	8, 47.1%	52.9%
Q 52 A (4, 23.5%)	B (9, 52.9%)	C (1, 5.9%)	D (3, 17.6%)	E (0, 0.0%)	9, 52.9%	47.1%
Q 53 A (1, 5.9%)	B (1, 5.9%)	C (12, 70.6%)	D (3, 17.6%)	E (0, 0.0%)	3, 17.6%	82.4%
Q 54 A (0, 0.0%)	B (1, 5.9%)	C (16, 94.1%)	D (0, 0.0%)	E (0, 0.0%)	16, 94.1%	5.9%

**Exams Graded: 17**

**Exam Item Analysis Report**

Instructor: FPSI  
 Exam Name: JCA Vallejo PD SGT/CPL Key  
 Exam Date: Friday, October 17, 2014  
 Class ID:

Total Possible: 100  
 Highest Score: 74 - 74.00%  
 Lowest Score: 40 - 40.00%

Class Average: 63.18 - 63.18%  
 Class Median: 64.0 - 64.00%  
 KR20: 0.774

Item	Correct	Point Biserial	Blanks	Multiples	Percent Correct	Percent Incorrect
Q 55 A (2, 11.8%)	B (15, 88.2%)	C (0, 0.0%)	D (0, 0.0%)	E (0, 0.0%)	0.63	11.8%
Q 56 A (3, 17.6%)	B (1, 5.9%)	C (1, 5.9%)	D (12, 70.6%)	E (0, 0.0%)	0.32	29.4%
Q 57 A (2, 11.8%)	B (0, 0.0%)	C (0, 0.0%)	D (15, 88.2%)	E (0, 0.0%)	0.59	11.8%
Q 58 A (3, 17.6%)	B (8, 47.1%)	C (3, 17.6%)	D (3, 17.6%)	E (0, 0.0%)	0.54	52.9%
Q 59 A (11, 64.7%)	B (2, 11.8%)	C (2, 11.8%)	D (2, 11.8%)	E (0, 0.0%)	-0.44	35.3%
Q 60 A (2, 11.8%)	B (7, 41.2%)	C (4, 23.5%)	D (4, 23.5%)	E (0, 0.0%)	0.24	58.8%
Q 61 A (3, 17.6%)	B (8, 47.1%)	C (0, 0.0%)	D (6, 35.3%)	E (0, 0.0%)	0.23	52.9%
Q 62 A (3, 17.6%)	B (1, 5.9%)	C (5, 29.4%)	D (8, 47.1%)	E (0, 0.0%)	0.05	52.9%
Q 63 A (0, 0.0%)	B (9, 52.9%)	C (1, 5.9%)	D (7, 41.2%)	E (0, 0.0%)	0.23	94.1%
Q 64 A (3, 17.6%)	B (4, 23.5%)	C (8, 47.1%)	D (2, 11.8%)	E (0, 0.0%)	0.03	52.9%
Q 65 A (0, 0.0%)	B (0, 0.0%)	C (6, 35.3%)	D (11, 64.7%)	E (0, 0.0%)	0.47	35.3%
Q 66 A (0, 0.0%)	B (1, 5.9%)	C (8, 47.1%)	D (8, 47.1%)	E (0, 0.0%)	0.43	52.9%
Q 67 A (1, 5.9%)	B (5, 29.4%)	C (2, 11.8%)	D (9, 52.9%)	E (0, 0.0%)	0.48	47.1%
Q 68 A (0, 0.0%)	B (9, 52.9%)	C (1, 5.9%)	D (6, 35.3%)	E (0, 0.0%)	-0.04	47.1%
Q 69 A (0, 0.0%)	B (3, 17.6%)	C (2, 11.8%)	D (12, 70.6%)	E (0, 0.0%)	0.62	29.4%
Q 70 A (17, 100.0%)	B (0, 0.0%)	C (0, 0.0%)	D (0, 0.0%)	E (0, 0.0%)	0.00	0.0%
Q 71 A (13, 76.5%)	B (0, 0.0%)	C (4, 23.5%)	D (0, 0.0%)	E (0, 0.0%)	0.43	23.5%
Q 72 A (15, 88.2%)	B (2, 11.8%)	C (0, 0.0%)	D (0, 0.0%)	E (0, 0.0%)	-0.05	11.8%
Q 73 A (1, 5.9%)	B (14, 82.4%)	C (2, 11.8%)	D (0, 0.0%)	E (0, 0.0%)	0.22	17.6%
Q 74 A (14, 82.4%)	B (1, 5.9%)	C (2, 11.8%)	D (0, 0.0%)	E (0, 0.0%)	0.62	17.6%
Q 75 A (14, 82.4%)	B (0, 0.0%)	C (1, 5.9%)	D (2, 11.8%)	E (0, 0.0%)	0.11	17.6%
Q 76 A (3, 17.6%)	B (9, 52.9%)	C (5, 29.4%)	D (0, 0.0%)	E (0, 0.0%)	0.46	70.6%
Q 77 A (15, 88.2%)	B (0, 0.0%)	C (0, 0.0%)	D (2, 11.8%)	E (0, 0.0%)	-0.07	11.8%
Q 78 A (0, 0.0%)	B (1, 5.9%)	C (14, 82.4%)	D (2, 11.8%)	E (0, 0.0%)	0.28	88.2%
Q 79 A (4, 23.5%)	B (13, 76.5%)	C (0, 0.0%)	D (0, 0.0%)	E (0, 0.0%)	0.62	23.5%
Q 80 A (1, 5.9%)	B (0, 0.0%)	C (0, 0.0%)	D (16, 94.1%)	E (0, 0.0%)	0.10	5.9%
Q 81 A (0, 0.0%)	B (1, 5.9%)	C (14, 82.4%)	D (2, 11.8%)	E (0, 0.0%)	0.35	17.6%



**Exams Graded: 17**

Class Average: 63.18 - 63.18%  
 Class Median: 64.0 - 64.00%  
 KR20: 0.774

Total Possible: 100  
 Highest Score: 74 - 74.00%  
 Lowest Score: 40 - 40.00%

Instructor: FPSI  
 Exam Name: JCA Vallejo PD SGT/CPL Key  
 Exam Date: Friday, October 17, 2014  
 Class ID:

Correct answers are shown in bold and italics	Blanks	Multiples	Point Biserial	Correct	Percent Incorrect
Q 82 A (0, 0.0%) <b>B (17, 100.0%)</b> C (0, 0.0%) D (0, 0.0%) E (0, 0.0%)			0.00	17, 100.0%	0.0%
Q 83 A (0, 0.0%) B (0, 0.0%) C (0, 0.0%) <b>D (17, 100.0%)</b> E (0, 0.0%)			0.00	17, 100.0%	0.0%
Q 84 A (0, 0.0%) <b>B (15, 88.2%)</b> C (1, 5.9%) D (1, 5.9%) E (0, 0.0%)			0.56	15, 88.2%	11.8%
Q 85 A (0, 0.0%) B (4, 23.5%) C (4, 23.5%) <b>D (9, 52.9%)</b> E (0, 0.0%)			-0.24	9, 52.9%	47.1%
Q 86 A (0, 0.0%) B (0, 0.0%) C (17, 100.0%) D (0, 0.0%) E (0, 0.0%)			0.00	17, 100.0%	0.0%
Q 87 A (2, 11.8%) <b>B (2, 11.8%)</b> C (13, 76.5%) D (0, 0.0%) E (0, 0.0%)			0.57	13, 76.5%	23.5%
Q 88 A (5, 29.4%) B (1, 5.9%) C (0, 0.0%) <b>D (11, 64.7%)</b> E (0, 0.0%)			0.62	11, 64.7%	35.3%
Q 89 A (11, 64.7%) <b>B (6, 35.3%)</b> C (0, 0.0%) D (0, 0.0%) E (0, 0.0%)			0.36	11, 64.7%	35.3%
Q 90 A (5, 29.4%) <b>B (11, 64.7%)</b> C (0, 0.0%) D (1, 5.9%) E (0, 0.0%)			0.51	11, 64.7%	35.3%
Q 91 A (0, 0.0%) <b>B (5, 29.4%)</b> C (4, 23.5%) D (8, 47.1%) E (0, 0.0%)			0.13	5, 29.4%	20.6%
Q 92 A (1, 5.9%) B (1, 5.9%) <b>C (9, 52.9%)</b> D (6, 35.3%) E (0, 0.0%)			0.43	9, 52.9%	47.1%
Q 93 A (0, 0.0%) <b>B (15, 88.2%)</b> C (1, 5.9%) D (1, 5.9%) E (0, 0.0%)			0.56	15, 88.2%	11.8%
Q 94 A (0, 0.0%) B (1, 5.9%) <b>C (15, 88.2%)</b> D (1, 5.9%) E (0, 0.0%)			0.14	15, 88.2%	11.8%
Q 95 A (3, 17.6%) B (0, 0.0%) <b>C (8, 47.1%)</b> D (5, 29.4%) E (0, 0.0%)			0.38	8, 47.1%	52.9%
Q 96 A (13, 76.5%) B (0, 0.0%) C (2, 11.8%) <b>D (2, 11.8%)</b> E (0, 0.0%)			0.26	13, 76.5%	23.5%
Q 97 A (9, 52.9%) B (2, 11.8%) <b>C (6, 35.3%)</b> D (0, 0.0%) E (0, 0.0%)			0.24	6, 35.3%	64.7%
Q 98 A (0, 0.0%) B (0, 0.0%) <b>C (17, 100.0%)</b> D (0, 0.0%) E (0, 0.0%)			0.00	17, 100.0%	0.0%
Q 99 A (1, 5.9%) <b>B (7, 41.2%)</b> C (1, 5.9%) D (8, 47.1%) E (0, 0.0%)			0.15	7, 41.2%	58.8%
Q 100 A (1, 5.9%) <b>B (13, 76.5%)</b> C (0, 0.0%) D (3, 17.6%) E (0, 0.0%)			0.34	13, 76.5%	23.5%





December 1, 2014

Janet Thiessen  
HR Program Manager  
City of Vallejo  
555 Santa Clara Street  
Vallejo, CA 94590

Re: 2014 Police Sergeant & Corporal Written Examination Appeals

**CONFIDENTIAL**

Dear Ms. Thiessen:

The following is a summary of the candidate appeals from the recent Police Sergeant and Corporal Written Examinations administered on October 20, 2014. The items were reviewed in relation to the reading materials and our recommendations are included for your consideration:

Item #	Keyed Response	Comment/Recommendation
4	D	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
6	D	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
8	D	A review of the reading materials indicated the item is correctly cited from the source, however the source material indicates that disciplinary action can be taken positively through the process of training or negatively through punitive action. This may have impacted candidate's ability to choose D as the most appropriate response. <b>Recommend deletion from scoring.</b>
9	D	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
10	B	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
17	C	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
21	A	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>



Item #	Keyed Response	Comment/Recommendation
22	A	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
23	B	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
24	A	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
25	B	The item was written in a confusing manner. The lack of clarity in the potential choices, in relation to the material in the text, may have impacted the candidates' ability to choose the most appropriate response. <b>Recommend deletion from scoring.</b>
27	B	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
28	C	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
29	D	A review of the reading materials indicated that the item is correctly cited from the source, but the source material references the other potential choices. This may have impacted the candidates' ability to choose the most appropriate response. <b>Recommend deletion from scoring.</b>
31	D	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
32	C	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
33	B	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
34	B	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
43	B	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
44	A	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
50	D	The wording of the question did not match the exact wording of the text; the use of the words <i>obstacle</i> and <i>progressive</i> in the stem of the question may have impacted the candidates' ability to choose the most appropriate response. <b>Recommend deletion from scoring.</b>
53	D	The wording of the question did not match the exact wording of the text; the substitution of the phrase <i>having taken the ethical course</i> rather than the stated <i>done the right thing</i> in choice D may have impacted the candidates' ability to choose it as the most appropriate response. <b>Recommend deletion from scoring.</b>

60	B	The item was written in a confusing manner. The lack of clarity in the potential choices, in relation to the material in the text, may have impacted the candidates' ability to choose the most appropriate response. <b>Recommend deletion from scoring.</b>
61	B	The item was written in a confusing manner. Choices B and D were too closely related and may have impacted the candidates' ability to choose the most appropriate response. <b>Recommend deletion from scoring.</b>
64	C	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
77	A	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>
78	D	The keyed response may not be correct in all circumstances (therefore there was no correct answer to the question). <b>Recommend deletion from scoring.</b>
94	C	The item was written incorrectly and did not include reference to <i>involuntary overtime</i> , resulting in none of the responses being correct. <b>Recommend deletion from scoring.</b>
97	C	A review of the reading materials indicated that the item is correctly cited from the source. <b>Recommend no change.</b>

- These changes will result in candidates receiving a percentage score out of 91 total items (rather than the original 100 items).

CITY OF VALLEJO  
2014 POLICE PROMOTIONAL EXAMINATIONS  
WRITTEN EXAM ITEM DEVELOPMENT & REVIEW

The promotional examination process began with a written, multiple-choice examination (for Sergeant and Corporal) designed to test the critical job knowledge associated with success in the position(s).

Pre-test Item Development & Review Process:

Appropriate source material was identified by the Vallejo Police Department and provided to Jack Clancy Associates. The materials were reviewed by the JCA consultants and a set of *draft* test items was developed for review by the VPD subject matter expert (SME). Each test item was written with three parts: 1) the stem, which is the question or statement; 2) the best or correct answer; and, 3) the distracters.

This set of *draft* items was then reviewed by the SME for appropriateness and relevancy to the positions being tested, and to ensure that there were no internal policies or practices which contradicted the source materials. The SME then identified the final set of 100 items to be included in the written examinations. JCA assembled the final test forms and provided them to the City's Human Resources Department for administration.

Post-test Review Process:

Following administration, the written examinations were electronically scored, and common test and item performance data was reviewed by JCA. The information reviewed included data such as the overall reliability of the examination (.77), both the mean and median scores for the candidate group (63.18 and 64.00 respectively), and the difficulty level of the individual test items (the percentage of candidates getting the item correct/incorrect). Any test items with high difficulty levels were flagged and reviewed in relation to the source materials to ensure that the information was correctly KEYED and cited from the reference.

As part of the post-test review, JCA also reviewed the individual test item protests from the candidates. These protests were again reviewed in relation to the source materials and recommendations were provided to the City's Human Resources Department for further review, discussion, and resolution.



