

***Policing America Challenges and Best Practices 9th
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Policing America: Challenges and Best Practices, 9e (Peak)

Chapter 2 Preparing for the Street: Recruitment, Training, and Socialization

2.1 Multiple Choice Questions

1) The idea of a police "subculture" originated with a 1950 study by:

- A) O.W. Wilson
- B) J. Edgar Hoover
- C) August Vollmer
- D) William Westley

Answer: D

Page Ref: 36

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

2) Police applicants are typically:

- A) lower-lower class
- B) lower-middle or working class
- C) middle class
- D) upper-middle class

Answer: B

Page Ref: 37

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Intermediate

3) Police applicants are primarily motivated by:

- A) job security
- B) authoritarian personality
- C) a sadistic nature
- D) their parents/military background

Answer: A

Page Ref: 37

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Basic

4) Some research has found the personality of the typical police applicant to be very similar to:

- A) school counselors
- B) authoritarian parents
- C) college students
- D) military disciplinarian

Answer: C

Page Ref: 37

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Intermediate

5) Which of the following is *not* a desirable psychological quality for police officers?

- A) Well-adjusted
- B) Logical skills
- C) Subservient
- D) Interested in people

Answer: C

Page Ref: 38

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Intermediate

6) About 60 percent of female officers who leave their agency typically do so during the _____ on the job.

- A) first year
- B) second to fifth years
- C) sixth to tenth years
- D) eleventh to fifteenth years

Answer: A

Page Ref: 39

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Difficult

7) The testing conducted by most police agencies is known as the _____ process.

- A) examination
- B) hurdle
- C) background
- D) weed-out

Answer: B

Page Ref: 39

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

8) _____ tests are commonly used to exclude police applicants with personality disorders.

- A) General knowledge
- B) Psychological screening
- C) General intelligence (IQ)
- D) Rorschach Interpretational

Answer: B

Page Ref: 41

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

9) To reduce vulnerability to lawsuits, police executives need to select a truly job-related:

- A) polygraph exam
- B) drug screening procedure
- C) physical agility test
- D) character investigation

Answer: C

Page Ref: 41

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

10) Which of the following is the most job-related physical agility examination for police?

- A) Running
- B) Performing push-ups
- C) Pushing cars
- D) Negotiating horizontal bars

Answer: A

Page Ref: 41

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Difficult

11) The purpose of the _____ during the selection process is to assess aspects of a candidate that cannot be measured on other tests.

- A) written psychological exam
- B) polygraph exam
- C) personal interview
- D) character investigation

Answer: C

Page Ref: 42

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

12) The most important and expensive element of the police selection process is probably the:

- A) character investigation
- B) general interests test
- C) polygraph examination
- D) physical abilities test

Answer: A

Page Ref: 42

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

13) An assessment center may include which of the following?

- A) In-basket exercises
- B) Role-playing exercises
- C) Simulated critical incidents
- D) All of the above

Answer: D

Page Ref: 44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

14) An assessment center's "in-basket exercise" might ask candidates to assume the role of the new chief or captain who is:

- A) physically taken to a gymnasium to test his basketball and coordination skills
- B) taken up high in a fire department's ladder truck basket to show lifesaving skills
- C) given administrative problems to be prioritized and dealt with in a prescribed amount of time
- D) given a lecture by city human resources officers concerning their policies

Answer: C

Page Ref: 44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

15) Assessment centers are most commonly used for hiring:

- A) new personnel
- B) lateral transfers
- C) chief executives
- D) none of these are hired through assessment centers

Answer: C

Page Ref: 44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

16) Raters for assessment centers are typically selected who have:

- A) been in the military
- B) previously held and now supervise the position for which candidates are testing
- C) shown ability to fill out paperwork as a deskbound administrator
- D) become retired

Answer: B

Page Ref: 44-45

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

17) Each state has a Commission on Peace Officers Standards and Training (POST) or similar entity, which establishes all but which one of the following?

- A) Minimum selection standards for law enforcement officers
- B) Minimum education and training standards
- C) In-house training programs
- D) Serves as the certification or licensing authority for sworn personnel

Answer: C

Page Ref: 45-46

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Intermediate

18) During basic recruit training at the academy, the most time is spent learning:

- A) patrol tactics
- B) investigations skills
- C) criminal law
- D) weapons and self-defense

Answer: D

Page Ref: 46-47

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Intermediate

19) The sixth sense that recruits are taught to nurture is:

- A) suspicion
- B) violence
- C) respect
- D) authority

Answer: A

Page Ref: 49

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Basic

20) A new approach to training new officers that is related to the FTO program is the:

- A) After Academy Program, or AAP
- B) Police Training Officer (PTO) program
- C) Pre-Solo Officer Program, or PSOP
- D) Post-Recruitment Program, or PRP

Answer: B

Page Ref: 52

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Basic

21) Changes in departmental policies and procedures, court decisions, the specter of liability, and operational strategies and techniques demand that _____ training be provided.

- A) role-play
- B) in-service
- C) computer simulation
- D) police brutality

Answer: B

Page Ref: 53

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Basic

22) Jerome Skolnick's studies determined that the police role contained:

- A) danger and authority
- B) excitement and loyalty
- C) dedication and insecurity
- D) malfeasance and impropriety

Answer: A

Page Ref: 53

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

23) Niederhoffer's study of police cynicism found that cynicism spikes most dramatically:

- A) immediately after recruits leave the academy
- B) during the first two to six years of service
- C) at about mid-career
- D) as the officer approaches retirement

Answer: A

Page Ref: 54

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

24) Which of the following is *not* one of Broderick's police personality types?

- A) The Enforcer
- B) The Realist
- C) The Pessimist
- D) The Optimist

Answer: D

Page Ref: 54-55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

25) Which of the following is *not* one of the qualities considered imperative for entry-level officers?

- A) Creativity
- B) Idealism
- C) Sense of humor
- D) Tenacity

Answer: B

Page Ref: 55-56

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

26) Which of the following statements regarding the crime fighter image of the police is false?

- A) It gives the public unrealistic expectations about the ability of the police to catch criminals.
- B) It gives recruits a false view of what their daily activities will involve.
- C) It is what many people believe is the primary role of the police.
- D) It gives a reasonably accurate view of contemporary policing.

Answer: D

Page Ref: 56-57

Objective: Describe the primary functions and styles of policing.

Level: Difficult

27) The watchman style of policing involves the officer as:

- A) "observer"
- B) "soldier"
- C) "neighbor"
- D) "teacher"

Answer: C

Page Ref: 58

Objective: Describe the primary functions and styles of policing.

Level: Basic

28) Women are most likely to be employed in _____ police or law enforcement agencies.

- A) local
- B) federal
- C) state
- D) county

Answer: B

Page Ref: 59

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Intermediate

29) Probably the most difficult barrier to recruiting minority officers has to do with:

- A) the image that police officers have in the minority communities
- B) the fact that the salaries are too low
- C) the fact that minority officers commonly want to work in their old neighborhoods
- D) the fact that HIV has afflicted a disproportionately high number of black officers

Answer: A

Page Ref: 62

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Intermediate

30) An influential coalition of African American police officers is the:

- A) National Organization of Black Law Enforcement Executives
- B) International Association of Minority Chiefs and Sheriffs
- C) National Association of Sheriffs and Chiefs
- D) African American Law Enforcement Union

Answer: A

Page Ref: 62

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Basic

2.2 True/False Questions

1) Job security is a primary motivation for police applicants.

Answer: TRUE

Page Ref: 37

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Basic

2) The most effective way to attract women and minorities is to raise starting salaries.

Answer: FALSE

Page Ref: 38

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Intermediate

3) General knowledge and reading skills tests are the best way a police agency can predict who will do well in the police academy.

Answer: TRUE

Page Ref: 40

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

4) The majority of activities included in a physical agility test are directly related to activities officers will perform on the job.

Answer: FALSE

Page Ref: 41

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

5) Applicants should not be informed that their references will be checked until after the character investigation is completed.

Answer: FALSE

Page Ref: 42

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

6) Assessment centers are more commonly used for hiring chief executives.

Answer: TRUE

Page Ref: 44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

7) The working personality of the police begins to develop during the recruit's time at the academy.

Answer: TRUE

Page Ref: 47

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Basic

8) The sixth sense that police recruits learn to nurture is cynicism.

Answer: FALSE

Page Ref: 49

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Basic

9) The knowledge and experience gained during academy training or specialized training is comprehensive enough to serve an officer for an entire career.

Answer: FALSE

Page Ref: 51

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Basic

10) While participating in an FTO program, recruits are on probation and can be terminated for unsatisfactory performance.

Answer: TRUE

Page Ref: 51

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Basic

11) In-service training is usually optional.

Answer: FALSE

Page Ref: 53

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Basic

12) The two key variables of the police role are danger and authority.

Answer: TRUE

Page Ref: 53

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

13) Police cynicism tends to peak around the middle of an officer's career.

Answer: FALSE

Page Ref: 54

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

14) "Enforcers" believe their primary job is to keep their beats clean, making good arrests, and helping people.

Answer: TRUE

Page Ref: 54

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

15) A sense of humor is an important quality for an entry-level police officer.

Answer: TRUE

Page Ref: 55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

16) The crime fighter image is key to understanding the American police today.

Answer: FALSE

Page Ref: 56

Objective: Describe the primary functions and styles of policing.

Level: Basic

17) Under the watchman style of policing, order maintenance is the primary function of the police officer.

Answer: TRUE

Page Ref: 58

Objective: Describe the primary functions and styles of policing.

Level: Basic

18) In the past, formal barriers such as height requirements were obstacles to the hiring of women.

Answer: TRUE

Page Ref: 59

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Basic

19) Research shows that male and female officers are equally likely to use excessive force.

Answer: FALSE

Page Ref: 60

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Basic

20) Black police officers face problems similar to those of women who attempt to enter and prosper in police work.

Answer: TRUE

Page Ref: 61-62

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Basic

2.3 Short Answer Questions

1) A key element of the hiring process is _____ qualified applicants.

Answer: recruiting

Page Ref: 36

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Basic

2) Police applicants must successfully complete the _____ process before being hired.

Answer: hurdle

Page Ref: 39

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

3) The most important element of the selection process is the _____ check.

Answer: background

Page Ref: 42

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

4) Many police departments use _____ centers for hiring chief executives and for promotional testing.

Answer: assessment

Page Ref: 44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Basic

5) The sixth sense that recruits learn in the academy is _____.

Answer: suspicion

Page Ref: 49

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Intermediate

6) After graduating the academy, a new officer is often assigned to a(n) _____ training officer — a veteran officer who provides initial instruction and observation.

Answer: field

Page Ref: 51

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Basic

7) The two key variables of the police role are _____ and authority.

Answer: danger

Page Ref: 53

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

8) Police _____ tends to spike after recruits leave the academy and confront the reality of the streets.

Answer: cynicism

Page Ref: 54

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

9) According to John Broderick, _____ are officers who place high value on due process and individual rights.

Answer: idealists

Page Ref: 54

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

10) A key quality necessary for entry-level police officers is _____, proactively solving difficult cases and making things happen.

Answer: self-motivation

Page Ref: 55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Basic

11) The crime _____ image is a major obstacle to understanding the American police.

Answer: fighter

Page Ref: 56-57

Objective: Describe the primary functions and styles of policing.

Level: Basic

12) The existence of multiple police roles can lead to the problem of role _____.

Answer: conflict

Page Ref: 57

Objective: Describe the primary functions and styles of policing.

Level: Intermediate

13) The _____ of policing views the police officer as a teacher who frequently uses informal sanctions rather than making arrests.

Answer: service

Page Ref: 58-59

Objective: Describe the primary functions and styles of policing.

Level: Intermediate

14) African American officers face problems similar to those of _____ attempting to enter and prosper in police work.

Answer: women

Page Ref: 62

Objective: Explain the status and advantages of women and minorities serving in police ranks.

Level: Intermediate

2.4 Matching Questions

Match the step in the hiring process to its intended purpose.

- A) Assess general appearance, ability to communicate and reason, and general poise
- B) Measure general intelligence and screen out those who are unstable or overly aggressive
- C) Determine if the job candidate has any "skeletons" in his or her background
- D) Evaluate ability to get to a problem (i.e., run or climb), resolve a problem (i.e., fight or wrestle), and remove a problem (i.e., carry heavy weight)

1) Personal interview

Page Ref: 40-44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

2) Agility test

Page Ref: 40-44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

3) Written exam

Page Ref: 40-44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

4) Character investigation

Page Ref: 40-44

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Intermediate

Answers: 1) A 2) D 3) B 4) C

Match the police personality type to its description.

- A) Little emphasis on social order or individual rights
- B) High value on individual rights and focus on service activities
- C) Focus on making good arrests and keeping their beats clean
- D) High value placed on individual rights and due process as well as preserving the social order

5) Idealist

Page Ref: 54-55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

6) Enforcer

Page Ref: 54-55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

7) Realist

Page Ref: 54-55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

8) Optimist

Page Ref: 54-55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

Answers: 5) D 6) C 7) A 8) B

Match the policing style to its description.

- A) Officer as neighbor, emphasis on order maintenance
- B) Officer as teacher, frequently uses informal sanctions rather than arrest
- C) Officer a soldier, assumes the purpose of the law is to punish

9) Legalistic

Page Ref: 58-59

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

10) Watchman

Page Ref: 58-59

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

11) Service

Page Ref: 58-59

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

Answers: 9) C 10) A 11) B

2.5 Essay Questions

1) Name one recruiting problem and what might be done to improve the process.

Answer: Will vary

Possible answers include:

- * Recruiting quality officers during a time of exploding growth, a competitive job market, fiscal challenges, and struggles to retain diversity
- * The need for police to focus on problem-solving skills, the ability to collaborate with the community, and a greater capacity to use technology
- * The higher incidence of obesity, major debt, drug use, and criminal records found among potential recruits
- * Recruiting and retaining women and minorities

Page Ref: 35-39

Objective: Describe some of the problems confronting today's police recruiters and some unique measures being tried to obtain a viable applicant pool.

Level: Difficult

2) Describe the stages of the "ideal" police hiring process; include all the steps in this process and the major goals of each.

Answer: Will vary

Answers should review the major elements of the hiring process, as outlined in Figure 2-1 (Written Exam, Agility Test, Oral Exam, Character Investigation, Psychological Exam, Polygraph Exam, Medical / Drug Screening)

Page Ref: 38-45

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Difficult

3) List and briefly describe some of the core components of an assessment center.

Answer: Will vary

Answers should include discussion of issues such as:

- * Individual and group role-playing
- * Simulations
- * In-basket exercises
- * Written communication exercises
- * Oral presentation exercises

Page Ref: 44-45

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Difficult

4) Explain the FTO and PTO concepts and how they contribute to the development of a police officer.

Answer: Will vary

Answers should review the Field Training Officer and Police Training Officer concepts, their purposes, and their differences. For example:

- * FTO programs are initial field instruction programs where a new officer is placed on probationary status and assigned to a veteran officer for evaluation
- * PTO programs evaluate officers on their understanding and application of community policing and problem solving

Page Ref: 51-52

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Intermediate

5) Explain what is meant by in-service training, including its benefits for the police.

Answer: Will vary

Answers should include reasons why in-service training is necessary and the various uses of in-service training.

- * Recertify, refresh, or provide new information to officers
- * Weapons re-qualification, driving tactics, defensive tactics, first aid, and changes in the law
- * Communicate news items, court decisions, and policy changes

Page Ref: 53

Objective: Describe the methods and purposes of both the FTO and PTO programs.

Level: Intermediate

6) Explain Broderick's four types of police personalities.

Answer: Will vary

Answers should discuss the main characteristics of each of Broderick's four types of police personalities:

- * Enforcers
- * Idealists
- * Realists
- * Optimists

Page Ref: 54-55

Objective: Describe what is meant by the term working personality and how it is developed and functions.

Level: Intermediate

7) Describe James Q. Wilson's three policing styles.

Answer: Will vary

Answers should discuss the main characteristics of each of Wilson's three policing styles:

- * Watchman style
- * Legalistic style
- * Service style

Page Ref: 58-59

Objective: Describe the primary functions and styles of policing.

Level: Intermediate

2.6 Critical Thinking Questions

1) What are the main steps in the hiring process and what are the advantages and disadvantages of each? If budget cuts required a reduced hurdle process, which steps could best be eliminated and why?

Answer: Will vary

Answers will vary but should include elements from Figure 2-1 (Written Exam, Agility Test, Oral Exam, Character Investigation, Psychological Exam, Polygraph Exam, Medical / Drug Screening)

Page Ref: 38-45

Objective: Explain the general hiring process and types of tests and examinations employed to hire and train police officers.

Level: Difficult

2) If budget cuts required the police academy to shorten the training process, which topics could best be eliminated or covered in a shorter period of time, and why?

Answer: Will vary

Answers will vary but should include elements of the topics discussed in Table 2-3, including:

- * Operations

- * Self-defense / Firearms

- * Legal

- * Self-improvement

- * Community Policing

Page Ref: 45-50

Objective: List the kinds of skills and knowledge that are imparted to police trainees during their academy training, including the typical subjects or topics that are found in the curriculum.

Level: Difficult