

**New York State
Department of Civil Service**

Committed to Innovation, Quality, and Excellence

A Guide to the Written Test

for the

Local Civil Deputy Series



**Department of
Civil Service**

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Governor

INTRODUCTION

The New York State Department of Civil Service has developed this test guide to familiarize you with some of the written test materials which will be included in the Civil Deputy Series. This test guide provides a general description of the most common subject areas which will be tested and an explanation of the different types of questions you may see on the test.

The Civil Deputy Series written test has an overall time allowance of 6 hours and 30 minutes.

Not all subject areas tested in the Civil Deputy Series are covered in this test guide. The Examination Announcement will list the subject areas that will be included on the particular test you will be taking. Some of these subject areas may not be covered in this test guide.

The most common subject areas included in the Civil Deputy Series are:

1. **APPLYING WRITTEN INFORMATION (LAWS, RULES, REGULATIONS, PROCEDURES, ETC.) IN CIVIL LAW ENFORCEMENT AND COURT-RELATED SITUATIONS:** These questions test how well you can apply written information, in the form of rules, to given situations similar to those typically encountered by civil law enforcement employees, court attendants, and court security officers. All information needed to answer the questions is contained in the rules, regulations, etc., which are cited.
2. **EDUCATING AND INTERACTING WITH THE PUBLIC:** These questions test for knowledge of techniques used to interact effectively with individuals and/or community groups, to educate or inform them about topics of concern, to publicize or clarify agency programs or policies, to negotiate conflicts or resolve complaints, and to represent one's agency or program in a manner in keeping with good public relations practices. Questions may also cover interacting with others in cooperative efforts of public outreach.
3. **UNDERSTANDING AND INTERPRETING WRITTEN MATERIAL:** These questions test how well you comprehend written material. You will be provided with brief reading selections and will be asked questions about the selections. All the information required to answer the questions will be presented in the selections; you will not be required to have any special knowledge relating to the subject areas of the selections.
4. **OFFICE RECORD KEEPING:** These questions test your ability to perform common office record keeping tasks. The test consists of two or more "sets" of questions, each set concerning a different problem. Typical record keeping problems might involve the organization or collation of data from several sources; scheduling; maintaining a record system using running balances; or completion of a table summarizing data using totals, subtotals, averages and percents.
5. **PREPARING WRITTEN MATERIAL:** These questions test for the ability to present information clearly and accurately, and to organize paragraphs logically and comprehensibly. For some questions, you will be given information in two or three sentences, followed by four restatements of the information. You must then choose the best version. For other questions, you will be given paragraphs with their sentences out of order. You must then choose, from four suggestions, the best order for the sentences.

INTRODUCTION - CONTINUED

6. **SERVICE AND ENFORCEMENT OF CIVIL AND FAMILY COURT PROCESSES:** These questions will test for knowledge of laws, rules, and practices in effect on January 1, 2015, that govern such areas as: income executions; property executions; evictions; orders of seizure, attachment, and arrest; summonses, petitions, arrest warrants and other processes arising out of the Family Court Act; and other laws relevant to civil law enforcement in New York State.
7. **NEW YORK STATE LAWS AND INVESTIGATIVE TECHNIQUES:** These questions test for knowledge of laws in effect on January 1, 2015 that law enforcement personnel may encounter in the course of their day-to-day work-related activities. The questions are a sampling of job-related sections of the Criminal Procedure Law, Penal Law, and Vehicle and Traffic Law relevant to law enforcement in New York State. In addition, some questions will test for fundamental concepts in field investigation in areas such as obtaining the cooperation of individuals involved in an investigation, investigative and interviewing principles, gathering of data and evidence, and presenting the results of an investigation.
8. **SUPERVISION:** These questions test for knowledge of the principles and practices employed in planning, organizing, and controlling the activities of a work unit toward predetermined objectives. The concepts covered, usually in a situational question format, include such topics as assigning and reviewing work; evaluating performance; maintaining work standards; motivating and developing subordinates; implementing procedural change; increasing efficiency; and dealing with problems of absenteeism, morale, and discipline.
9. **ADMINISTRATIVE SUPERVISION:** These questions test for knowledge of the principles and practices involved in directing the activities of a large subordinate staff, including subordinate supervisors. Questions relate to the personal interactions between an upper level supervisor and his/her subordinate supervisors in the accomplishment of objectives. These questions cover such areas as assigning work to and coordinating the activities of several units, establishing and guiding staff development programs, evaluating the performance of subordinate supervisors, and maintaining relationships with other organizational sections.
10. **ADMINISTRATION:** These questions test for knowledge of the managerial functions involved in directing an organization or an organizational segment. These questions cover such areas as: developing objectives and formulating policies; making decisions based on the context of the administrator's position and authority; forecasting and planning; organizing; developing personnel; coordinating and informing; guiding and leading; testing and evaluating; and budgeting.

The remainder of this test guide explains how you will be tested in each subject area listed above. A **TEST TASK** is provided for each subject area. This is an explanation of how a question is presented and how to correctly answer it. Read each explanation carefully. This test guide also provides at least one **SAMPLE QUESTION** for each subject area. The sample question is similar to the type of questions that will be presented on the actual test. This test guide provides the **SOLUTION** and correct answer to each sample question. You should study each sample question and solution in order to understand how the correct answer was determined.

SUBJECT AREA 1

APPLYING WRITTEN INFORMATION (LAWS, RULES, REGULATIONS, PROCEDURES, ETC.) IN CIVIL LAW ENFORCEMENT AND COURT-RELATED SITUATIONS: These questions test how well you can apply written information, in the form of rules, to given situations similar to those typically encountered by civil law enforcement employees, court attendants, and court security officers. All information needed to answer the questions is contained in the rules, regulations, etc., which are cited.

TEST TASK: You will be given a set of rules, regulations, or other written information to read. You will then be asked a question which requires you to apply the rule to a given situation.

SAMPLE QUESTION:

RULE: Department vehicles should be checked at the start of each shift. Do not assume that the vehicle is in satisfactory condition. Check all of the lighting equipment, all emergency equipment, siren, engine, oil, transmission fluid, battery, radiator and gasoline levels, tire pressure and condition (including spare), lug wrench, jack, windshield wipers and windshield washer fluid level. Check the body of the vehicle for damaged or missing parts and report any problems, damage, or discrepancies to your supervisor. At the end of your shift, leave the vehicle in optimum condition for use by the next officer.

SITUATION: Officer Burton is about to begin her shift when she discovers that her department vehicle has a large dent in the left rear bumper. She knows that the vehicle did not have this dent yesterday, when she last drove it.

QUESTION: Based solely on the above Rule and Situation, Officer Burton should most properly

- A. request that she be assigned a different vehicle
- B. begin her shift and be alert to any operating problems
- C. find out what other officers have used the vehicle since her last shift
- D. inform her supervisor about the dented bumper

SOLUTION: *The Situation states that Officer Burton has discovered a dent in the bumper of her department vehicle that did not exist when she last used it. The question asks what she should do about it. To answer the question, evaluate all of the choices.*

Choice A states that the officer should request a different vehicle. There is nothing in the rule that states that the officer should do this. Choice A is incorrect.

Choice B states that the officer should begin her shift and be alert to any operating problems. The rule states that the officer should report any problems with the vehicle to her supervisor. Choice B is incorrect.

Choice C states that the officer should find out what other officers have used the vehicle since her last shift. There is nothing in the rule that states that the officer should do this. Choice C is incorrect.

Choice D states that the officer should inform her supervisor about the damaged bumper. This conforms to the given rule that states that the officer should report any problems, damage, or discrepancies to her supervisor. Choice D is the correct answer.

The correct answer to this sample question is choice D.

SUBJECT AREA 2

EDUCATING AND INTERACTING WITH THE PUBLIC: These questions test for knowledge of techniques used to interact effectively with individual citizens and/or community groups, to educate or inform them about topics of concern, to publicize or clarify agency programs or policies, to negotiate conflicts or resolve complaints, and to represent one's agency or program in a manner in keeping with good public relations practices. Questions may also cover interacting with others in cooperative efforts of public outreach or service. There will be 15 questions in this subject area on the written test.

TEST TASK: You will be presented with a variety of situations in which you must apply knowledge of how best to interact with other people.

SAMPLE QUESTION:

A person approaches you expressing anger about a recent action by your department. Which one of the following should be your **first** response to this person?

- A. Interrupt to say you cannot discuss the situation until he calms down.
- B. Say you are sorry that he has been negatively affected by your department's action.
- C. Listen and express understanding that he has been upset by your department's action.
- D. Give him an explanation of the reasons for your department's action.

The correct answer to this sample question is choice C.

SOLUTION:

Choice A is not correct. *It would be inappropriate to interrupt. In addition, saying that you cannot discuss the situation until the person calms down will likely aggravate him further.*

Choice B is not correct. *Apologizing for your department's action implies that the action was improper.*

Choice C is the correct answer to this question. *By listening and expressing understanding that your department's action has upset him, you demonstrate that you have heard and understand his feelings and point of view.*

Choice D is not correct. *While an explanation of the reasons for the action may be appropriate at a later time, at this moment the person is angry and would not be receptive to such an explanation..*

SUBJECT AREA 3

UNDERSTANDING AND INTERPRETING WRITTEN MATERIAL: These questions test how well you comprehend written material. You will be provided with brief reading selections and will be asked questions about the selections. All the information required to answer the questions will be presented in the selections; you will not be required to have any special knowledge relating to the subject areas of the selections.

TEST TASK: You will be provided with brief reading passages and then will be asked questions relating to the passages. All the information required to answer the questions will be provided in the passages.

SAMPLE QUESTION:

The increasing demands upon our highways from a growing population and the development of forms of transportation not anticipated when the highways were first built have brought about congestion, confusion, and conflict, until the yearly toll of traffic accidents is now at an appalling level. If the death and disaster that traffic accidents bring throughout the year were concentrated into one calamity, we would shudder at the tremendous catastrophe. The loss is no less catastrophic because it is spread out over time and space.

Which one of the following statements concerning the yearly toll of traffic accidents is best supported by the passage above?

- A. It is increasing the demands for safer means of transportation.
- B. It has resulted in increased congestion, confusion, and conflict on our highways.
- C. It does not shock us as much as it should because the accidents do not all occur together.
- D. It has resulted mainly from the new forms of transportation.

SOLUTION: To answer this question correctly, you must evaluate each choice against the written selection and determine the one that is best supported by the written selection.

Choice A: *Nowhere in the passage does it say that there has been any demand for safer means of transportation. Someone who picks this choice may believe that there could be or should be a demand for safer transportation, but there is nothing in the passage to base it on. This choice is incorrect.*

Choice B: *The passage states that it is the congestion, confusion, and conflict which results in the high toll of traffic accidents and not the other way around. A person who picks this choice could either be confused as to which is the cause and which is the effect or not have read the choice carefully. This choice is incorrect.*

Choice C: *This choice is supported by the last two sentences in the passage. The writer says, "If ..., we would shudder." (A shudder is a response to shock.) The implication is that we don't shudder because traffic accidents do not all occur at the same time and place. The writer then points out that we should think of the yearly toll as being catastrophic (shocking) even though the accidents are spread out over time and space. This choice is supported by the information in the passage.*

Choice D: *There are two reasons given in the passage for the high accident rate. One is the development of new forms of transportation; the other is the increased highway use from a growing population. Neither one is described as the main reason. It is clearly incorrect to say that the new forms of transportation are the main reason. This choice is incorrect.*

The correct answer to this sample question is choice C.

SUBJECT AREA 4

OFFICE RECORD KEEPING: These questions test for ability to perform common office record-keeping tasks.

TEST TASK: You will be presented with two or more “sets” of questions, each set concerning a different problem. Typical record-keeping problems might involve organizing or collating data from several sources; scheduling; maintaining a record system using running balances; or completing a table summarizing data using totals, subtotals, averages, and percents.

SAMPLE QUESTIONS: Base your answers to the two sample questions which follow, on the “Summary Report of Office Expenses for 2005,” below. Complete as much of the report as needed to answer the sample questions. Base the completion of the report, and your answers to the two sample questions, on the information given in the summary report itself and in the “Report of Office Expenses – 3rd and 4th Quarters,” shown below.

REPORT OF OFFICE EXPENSES 3rd & 4th QUARTERS (26 weeks)				
	3 rd Quarter		4 th Quarter	
	2005	2006	2005	2006
Payroll Expenses	\$55,900	\$47,800	\$72,700	\$65,100
Rental Expenses	22,500	18,900	22,500	18,900
Maintenance Expenses				
Cleaning	2,700	2,800	2,900	3,000
Repairs	160	200	240	400
Equipment Expenses	705	375	25,575	675

EXPENSE ITEM	SUMMARY REPORT OF OFFICE EXPENSES FOR 2005						
	1 st Quarter	2 nd Quarter	1 st Half	3 rd Quarter	4 th Quarter	2 nd Half	Total for Year \$
Payroll Expenses	\$81,800	\$69,300	\$151,100			R	
Rental Expenses	22,500	22,500	45,000				
Utilities Expenses	6,675	5,125	11,800				
Maintenance Expenses	2,850	3,050	5,900				S
Equipment Expenses	2,385	495	2,880				

SUBJECT AREA 4 - CONTINUED

OFFICE RECORD KEEPING (cont.)

SAMPLE QUESTION 1:

What is the value of R?

- A. \$112,900
- B. \$128,600
- C. \$137,800
- D. none of the above

SOLUTION TO SAMPLE QUESTION 1: *Payroll Expenses for the second half of 2005 are calculated by locating and adding the figure for 3rd Quarter Payroll Expenses for 2005 (\$55,900) to the figure for 4th Quarter Payroll Expenses for 2005 (\$72,700). These figures are found in the "REPORT OF OFFICE EXPENSES – 3rd & 4th QUARTERS." **The result, \$128,600 (choice B), is the value of R.***

The correct answer to this sample question is choice B.

SAMPLE QUESTION 2:

What is the value of S?

- A. \$11,500
- B. \$11,700
- C. \$11,900
- D. \$12,300

SOLUTION TO SAMPLE QUESTION 2: *Total Maintenance Expenses for the year 2005 are calculated by first calculating the Maintenance Expenses for the second half of 2005, similarly to what was done in Sample Question 1. In this case, however, you must first combine figures from the sub-categories of "Cleaning" and "Repairs" for the 3rd Quarter of 2005 (\$2,700+\$160) and add this total to the combination of "Cleaning" and "Repairs" for the 4th Quarter of 2005 (\$2,900+\$240). This calculation (\$2,700+\$160+\$2,900+\$240) results in total Maintenance Expenses of \$6,000 for the 2nd Half of 2005. **Finally, this 2nd Half total (\$6,000) is added to Maintenance Expenses for the 1st Half of 2005 (\$5,900) to get a total for the year (the value of S) of \$11,900 (choice C).***

The correct answer to this sample question is choice C.

SUBJECT AREA 5

PREPARING WRITTEN MATERIAL: These questions test for the ability to present information clearly and accurately and for the ability to organize paragraphs logically and comprehensibly.

TEST TASK: There are two separate test tasks in this subject area.

- For the first, **Information Presentation**, you will be given information in two or three sentences, followed by four restatements of the information. You must then choose the best version.
- For the second, **Paragraph Organization**, you will be given paragraphs with their sentences out of order, and then be asked to choose, from among four choices, the best order for the sentences.

INFORMATION PRESENTATION SAMPLE QUESTION:

Martin Wilson failed to take proper precautions. His failure to take proper precautions caused a personal injury accident.

Which one of the following best presents the information above?

- A. Martin Wilson failed to take proper precautions that caused a personal injury accident.
- B. Proper precautions, which Martin Wilson failed to take, caused a personal injury accident.
- C. Martin Wilson's failure to take proper precautions caused a personal injury accident.
- D. Martin Wilson, who failed to take proper precautions, was in a personal injury accident.

SOLUTION:

Choice A conveys the incorrect impression that proper precautions caused a personal injury accident.

Choice B conveys the incorrect impression that proper precautions caused a personal injury accident.

Choice C best presents the original information: Martin Wilson failed to take proper precautions and this failure caused a personal injury accident.

Choice D states that Martin Wilson was in a personal injury accident. The original information states that Martin Wilson caused a personal injury accident, but it does not state that Martin Wilson was in a personal injury accident.

The correct answer to this sample question is choice C.

SUBJECT AREA 5 - CONTINUED

PARAGRAPH ORGANIZATION SAMPLE QUESTION:

The following question is based upon a group of sentences. The sentences are shown out of sequence, but when correctly arranged, they form a connected, well-organized paragraph. Read the sentences, and then answer the question about the best arrangement of these sentences.

1. Eventually, they piece all of this information together and make a choice.
2. Before actually deciding upon a human services job, people usually think about several possibilities.
3. They imagine themselves in different situations, and in so doing, they probably think about their interests, goals, and abilities.
4. Choosing among occupations in the field of human services is an important decision to make.

Which one of the following is the best arrangement of these sentences?

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

SOLUTION:

Choices A and C present the information in the paragraph out of logical sequence. In both A and C, sentence 1 comes before sentence 3. The key element in the organization of this paragraph is that sentence 3 contains the information to which sentence 1 refers; therefore, in logical sequence, sentence 3 should come before sentence 1.

Choice B also presents the information in the paragraph out of logical sequence. Choice B places the main idea of the paragraph (Sentence 4) in between two detail sentences (Sentences 1 and 3). The logical sequence of the information presented in the paragraph is therefore interrupted.

Choice D presents the information in the paragraph in the best logical sequence. Sentence 4 introduces the main idea of the paragraph: "choosing an occupation in the field of human services." Sentences 2-3-1 then follow up on this idea by describing, in order, the steps involved in making such a choice. Choice D is the best answer to this sample question.

The correct answer to this sample question is choice D.

SUBJECT AREA 6

SERVICE AND ENFORCEMENT OF CIVIL AND FAMILY COURT PROCESSES: These questions test for knowledge of laws, rules, and practices in effect on January 1, 2015, that govern such areas as: income executions; property executions; evictions; orders of seizure, attachment, and arrest; summonses, petitions, arrest warrants and other processes arising out of the Family Court Act; and other laws relevant to civil law enforcement in New York State.

TEST TASK: You will be asked to answer questions which will require you to demonstrate knowledge of laws, rules and practices relevant to civil law enforcement in New York State.

SAMPLE QUESTION:

According to the Family Court Act, which one of the following most accurately describes when a Family Court warrant of arrest may be legally executed?

- A. between 9 a.m. to 5 p.m. on Monday through Friday when the court is in session
- B. from 6 a.m. through 11 p.m. on Monday through Saturday
- C. any hour of the day or night Monday through Saturday
- D. any hour of the day or night any day of the week

SOLUTION:

Choice A is not correct. *The Family Court Act does not specify that a Family Court warrant of arrest be executed between 9 a.m. to 5 p.m. on Monday through Friday when the court is in session.*

Choice B is not correct. *The Family Court Act does not specify that a Family Court warrant of arrest be executed from 6 a.m. through 11 p.m. on Monday through Saturday.*

Choice C is not correct. *The Family Court Act does not specify that a Family Court warrant of arrest be executed any hour of the day or night Monday through Saturday.*

Choice D is the correct answer to this question. *The Family Court Act Section 153-a states “a warrant of arrest may be executed on any day of the week, and at any hour of the day or night.”*

The correct answer to this sample question is choice D.

SUBJECT AREA 7

NEW YORK STATE LAWS AND INVESTIGATIVE TECHNIQUES: These questions test for knowledge of laws in effect on January 1, 2015 that law enforcement personnel may encounter in the course of their day-to-day work-related activities. The questions are a sampling of job-related sections of the Criminal Procedure Law, Penal Law, and Vehicle and Traffic Law relevant to law enforcement in New York State. In addition, some questions will test for fundamental concepts in field investigation in areas such as obtaining the cooperation of individuals involved in an investigation, investigative and interviewing principles, gathering of data and evidence, and presenting the results of an investigation.

TEST TASK: You will be asked to answer questions which will require you to demonstrate knowledge of job-related portions of the Criminal Procedure Law, Penal Law, and Vehicle and Traffic Law. You will also be asked to answer questions about basic investigative techniques that are generic rather than related to a particular investigative field.

SAMPLE QUESTION 1:

Deputy Sheriffs in certain jurisdictions are “*Persons designated as peace officers*” by the New York State

- A. Criminal Procedure Law
- B. Navigation Law
- C. Penal Law
- D. Vehicle and Traffic Law

SOLUTION TO SAMPLE QUESTION 1:

Choice A is the correct answer to this question. It is the New York State Criminal Procedure Law Section 2.10 which defines Deputy Sheriffs of certain jurisdictions as “*Persons designated as peace officers*”.

Choice B is not correct. The Navigation Law does not define Deputy Sheriffs of certain jurisdictions as “*Persons designated as peace officers*”.

Choice C is not correct. The Penal Law does not define Deputy Sheriffs of certain jurisdictions as “*Persons designated as peace officers*”.

Choice D is not correct. The Vehicle and Traffic Law does not define Deputy Sheriffs of certain jurisdictions as “*Persons designated as peace officers*”.

The correct answer to this sample question is choice A.

SUBJECT AREA 7 - CONTINUED

NEW YORK STATE LAWS AND INVESTIGATIVE TECHNIQUES (cont.)

SAMPLE QUESTION 2:

The best reason for you to consider the possible motives of each person that is interviewed during an investigation is to

- A. prevent persons from making false statements
- B. appear sympathetic
- C. avoid sensitive issues
- D. recognized biased information

SOLUTION TO SAMPLE QUESTION 2:

Choice A is not correct. *Understanding the motives of a person being interviewed will not prevent the person from making false statements.*

Choice B is not correct. *It is not generally necessary for investigators to appear sympathetic as they conduct a professional interview.*

Choice C is not correct. *It is often necessary to raise sensitive issues during an investigation.*

Choice D is the correct answer to this question. *It is critical that investigators understand the accuracy and value of the information they gather in an interview.*

The correct answer to this sample question is choice D.

SUBJECT AREA 8

SUPERVISION: These questions test for knowledge of the principles and practices employed in planning, organizing, and controlling the activities of a work unit toward predetermined objectives. The concepts covered, usually in a situational question format, include such topics as assigning and reviewing work; evaluating performance; maintaining work standards; motivating and developing subordinates; implementing procedural change; increasing efficiency; and dealing with problems of absenteeism, morale, and discipline.

TEST TASK: You will be presented with situations in which you must apply knowledge of the principles and practices of supervision in order to answer the questions correctly.

SAMPLE QUESTION:

Assume that the unit you supervise is given a new work assignment and that you are unsure about the proper procedure to use in performing this assignment. Which one of the following actions should you take FIRST in this situation?

- A. Obtain input from your staff.
- B. Consult other unit supervisors who have had similar assignments.
- C. Use an appropriate procedure from a similar assignment that you are familiar with.
- D. Discuss the matter with your supervisor.

SOLUTION:

Choice A is not correct. Since this assignment is new for your unit, your staff would not be expected to be more knowledgeable than you about the proper procedure.

Choice B is not correct. Although discussing this matter with other supervisors may increase your knowledge of the new assignment, similar assignments performed in other units may differ in some important way from your new assignment. Other units may also function differently from your unit, so the procedures used to perform similar assignments may differ accordingly.

Choice C is not correct. Since this assignment is new for your unit, you would have no way of knowing whether the procedure from a similar assignment is appropriate to use. You would need someone with the appropriate knowledge, usually your supervisor, to determine if the procedure from a similar assignment could be used before you actually employed this procedure in the performance of your new assignment.

Choice D is the correct answer to this question. Your supervisor is more likely to be informed about what procedure may be appropriate for work that he or she assigns to you than would other unit supervisors or your staff. Even if your supervisor does not know what procedure is appropriate, a decision regarding which procedure to use should be made with his or her participation, since he or she has the ultimate responsibility for your unit's work.

The correct answer to this sample question is choice D.

SUBJECT AREA 9

ADMINISTRATIVE SUPERVISION: These questions test for knowledge of the principles and practices involved in directing the activities of a large subordinate staff, including subordinate supervisors. Questions relate to the personal interactions between an upper level supervisor and his/her subordinate supervisors in the accomplishment of objectives. These questions cover such areas as assigning work to and coordinating the activities of several units, establishing and guiding staff development programs, evaluating the performance of subordinate supervisors, and maintaining relationships with other organizational sections.

TEST TASK: You will be presented with situations in which you must apply knowledge of the principles and practices of administrative supervision to answer the questions correctly. You will be placed in the role of a supervisor of a section, which is made up of several units. Each unit has a supervisor and several employees. All unit supervisors report directly to you.

SAMPLE QUESTION:

You have delegated a work project to two unit supervisors and have asked them to collaborate on it. Later, you observe two employees strongly arguing about which one of them is responsible for a certain activity within the work project. The arguing employees work for different units. Which one of the following actions is most appropriate for you to take in this situation?

- A. Intercede in the employees' argument and settle it.
- B. Meet with the unit supervisors of the two employees and inform them of the situation you observed.
- C. Inform one unit supervisor of the situation and ask this supervisor to take care of it.
- D. Set up a meeting that includes both unit supervisors and both employees to resolve the situation.

SOLUTION:

Choice A is not correct. In your position, you supervise properly by giving direction through your unit supervisors. By taking this choice, you are not allowing your unit supervisors to handle a problem involving their staff members. Also, it is not reasonable that you would be able to settle the employees' dispute. Earlier, you delegated the work project to the two unit supervisors, who would be responsible for assigning activities related to the project. The two unit supervisors must deal with the problem.

Choice B is the correct answer to this question. The two unit supervisors are collaborating on the work project and therefore giving the assignments. You should meet with them and tell them about the employees' argument. The unit supervisors should be informed about the point of contention and the fact that the two employees had a heated argument. The unit supervisors must then work out a way to handle the situation.

SUBJECT AREA 9 - CONTINUED

ADMINISTRATIVE SUPERVISION (cont.)

Choice C is not correct. Speaking to only one supervisor about the situation means that the second supervisor may be uninformed, or only partly informed, about the situation. You cannot be assured that the first supervisor will include the second supervisor in finding a way to settle the issue. If the first unit supervisor chooses to handle the situation on his own and speak to both employees, this supervisor would be giving direction to one employee from another unit. This is not good supervisory practice. Also, in taking Choice C, you are favoring one supervisor and slighting the other.

Choice D is not correct. The unit supervisors need to come up with a way of handling the situation that you observed. To do this, they must be informed without the employees present. Also, by including the employees in the meeting, you may get a replay of their earlier argument, which is not helpful.

The correct answer to this sample question is choice B.

SUBJECT AREA 10

ADMINISTRATION: These questions test for knowledge of the managerial functions involved in directing an organization or an organizational segment. These questions cover such areas as: developing objectives and formulating policies; making decisions based on the context of the administrator's position and authority; forecasting and planning; organizing; developing personnel; coordinating and informing; guiding and leading; testing and evaluating; and budgeting.

TEST TASK: You will be presented with situations in which you must apply knowledge of administrative principles and practices in order to answer the question correctly.

SAMPLE QUESTION:

Which one of the following is the **most** important reason to record a new policy in writing once it has been adopted?

- A. to ensure the acceptance of the new policy by staff
- B. to minimize confusion in the interpretation of the new policy
- C. to stop the practice of giving special consideration to individual cases
- D. to ensure that the policy is integrated into the organization's mission

SOLUTION: *This question asks for the **most** important reason to record a new policy in writing.*

Choice A is not correct. *Staff must be brought into the process of policy development before the policy is adopted to decrease possible staff resistance to the new policy.*

Choice B is the correct answer to this question. *The written record of the policy will serve as the definitive reference for issues or situations that the policy covers.*

Choice C is not correct. *Organizational policies serve as a guide to provide consistency in decision making for those cases that are covered by the policy, but no policy will cover every possible circumstance or situation. There may be exceptional cases with special circumstances that are not fully covered by the policy. These exceptional cases must be considered individually on a case by case basis.*

Choice D is not correct. *Having a policy in writing will not ensure that the policy is integrated into the organization's mission. Integration of the policy into the organization's mission should have occurred when the policy was being drafted.*

The correct answer to this sample question is choice B.

TEST SECURITY

The test you will be taking is the property of the New York State Department of Civil Service. Candidates may not remove test material from the test site and may not reproduce, reconstruct, or discuss the test content with others. Unauthorized possession or disclosure of the test material is prohibited by law and punishable by imprisonment and/or a fine. Additionally, candidates may be disqualified from appointment to the positions for which the examination is being held and from being a candidate for any civil service examination for five years. After you take the test, other individuals may want to talk with you about the test. You should not discuss the questions and answers, even in general terms. You should be careful that you do not inadvertently violate test security and put yourself at risk.

CONCLUSION

Your attitude and approach to the test will influence how well you perform. A positive attitude will help you do your best.

Before the test ...

- Study and review this guide to familiarize yourself with some of the material which the test will cover.
- Study and review the subject areas to be covered on the test.

On the day of the test ...

- Arrive at the test site on time.
- Bring your Admission Notice, two No. 2 pencils, a photo ID containing your signature, a quiet lunch or snack, and any other materials as instructed on the admission notice or the announcement.
- Do **NOT** bring this test guide to the test site.

At the test site ...

- Do **NOT** bring cell phones, beepers, headphones, or any electronic or other communication devices to the test site.
- The use of such devices anywhere on the grounds of the test site (this includes the test room, hallways, restrooms, building, grounds, and parking lots) could result in your disqualification.

During the test ...

- Read and follow all directions on your Admission Notice, test booklets, answer sheets, and Candidate Directions.
- Follow the Monitor's instructions.
- Keep track of the time.

After the test ...

- Do **NOT** remove any test materials from the test room.
- Do **NOT** paraphrase, reconstruct, or reproduce the test material in any way.
- Do **NOT** discuss the test material with others.

It is the policy of the New York State Department of Civil Service to provide reasonable accommodation to ensure effective communication of information to individuals with disabilities. If you need an auxiliary aid or service to make the information in this test guide available to you, please contact the New York State Department of Civil Service Public Information Office at (518) 457-9375.

Visit the New York State
Department of Civil Service web site
www.cs.ny.gov

New York State
Department of Civil Service
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