

**City and County of Denver Police Department**  
**2023 Sergeant Promotional Process**  
**Candidate Orientation Handout**



# General Information

## Introduction

---

Ergometrics & Applied Personnel Research, Inc. is a human resource management firm specializing in personnel selection and training. Established over 40 years ago, Ergometrics has designed the most comprehensive, award-winning, video and job simulation testing programs in the nation. We have provided personnel testing services for over 2,000 clients in the U.S. and Canada.

## Components of the Selection Process

---

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

1. Disciplinary History Assessment (Pass or Fail)
2. Multiple-Choice Exam (35 points maximum): A 120-item multiple-choice test of professional knowledge and leadership skills based on sources identified by the department.
3. An Assessment Center consisting of three exercises (60 points maximum):
  - a. **Exercise 1: Critical Incident**
  - b. **Exercise 2: Presentation**
  - c. **Exercise 3: Situational Interview**
4. Seniority (5 points maximum): The department will assign a seniority score based on each candidate's tenure with the department and any other seniority factors as determined by the department.

## Test Date, Time, and Location

---

Test Component	Date	Time	Location
<b>Multiple-Choice Examination</b>	July 27, 2023	Registration Opens <b>7:30 am.</b> Registration Closes 8:00 am. <b>Latecomers will not be allowed to test.</b>	P.P.A Event Center 2105 Decatur St. Denver, CO 80211
<b>Assessment Center*</b>	September 11 – 20, 2023	TBD	Denver Post Building 7 <sup>th</sup> Floor 101 W Colfax Ave Denver, CO 80202

\*The Commission will inform you of your reporting time prior to the Assessment Center.

## **Dress Code**

---

You are encouraged to dress in uniform or business formal attire for the Assessment Center. For the Assessment Center, you may wear your badge, but you must remove your name tag. No pins, insignia, etc., indicating names or special commendations will be allowed.

## **General Test Information**

---

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

## **Test Security and Confidentiality**

---

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

**Disclaimer:** The information provided in this handout is meant to be helpful and prepare you for the general nature of the process. It is not meant to advise you of every question that will be asked. Some aspects of the process may be modified, including order of events and times.

# Multiple-Choice Exam

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

## **Book-Referenced Multiple-Choice Exam**

---

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

1. **It's Your Ship** by Captain D. Michael Abrashoff – Entire Book
  
2. **The Profession** by Bill Bratton and Peter Knobler – Selected Chapters
  1. Chapter 5 – Transit
  2. Chapter 6 – NYPD 1994-1996: The turnaround
  3. Chapter 7 – LA Law: Getting to the heart of the black community
  4. Chapter 10 – Race: Policing and America's original sin
  5. Chapter 13 – Defunding defending: The future of American policing
  
3. **PART A: DPD OPERATIONS MANUAL** – Selected Sections
  1. Introduction
    - Mission, Core Values, and Guiding Principles
    - Department Objectives
    - Organizational Policies
    - Code of Ethics
    - Policies and Procedures
    - Organizational Definitions
  2. Organization – Entire Section
  3. Duties and Responsibilities of Department Personnel
    - 3.00 D. and R. for All Sworn Personnel (All)
    - 4.00 D. and R. for Supervisory Officers (All)

6.00 D. and R. of Patrol Officers (All)

7.00 D. and R. of Technicians (All)

8.00 D. and R. of Corporals (All)

9.00 D. and R. of Detectives (All)

10.00 D. and R. of Sergeant (All)

4. Procedures

- SERIES 100.00 - PATROL DIVISION AND GENERAL PROCEDURES
  - 101.00 General Philosophy
  - 101.01 Decision Making Model
  - 101.02 De-escalation
- ENTIRE SERIES 105.00 FORCE RELATED POLICIES
  - 110.00 Public Relations
  - 110.01 General Guidelines
  - 110.02 Media Relations
  - 110.03 Guidelines for Release of Information to the...
  - 110.06 Social Media
  - 114.00 Employment Outside the Department
  - 114.01 Secondary Employment
  - 114.02 Secondary Employment: Non Police Work
  - 114.03 Secondary Employment: Police Work Department
  - 114.04 Department Administered Overtime Assignments
  - 117.00 Employee Rights
  - 117.01 Bill of Rights (Sworn Officers Only)
  - 117.05 Department of Safety EEO Policy (Sworn and...)
  - 117.06 Protected Information (Sworn and Civilian)
  - 117.07 Investigation Guidelines (Sworn and Civilian)
  - 118.00 Biased Policing Policy and...
  - 118.01 Policy Statement
  - 118.02 Biased Policing
  - 119.00 Operations Technology
  - 119.03 Automated License Plate...
  - 119.04 Body Worn Camera Technology
- SERIES 200.00 – TRAFFIC PROCEDURES
  - 203.00 Traffic Accident Investigation
  - 203.07 Accidents Involving Police Personnel

204.00 Police Pursuits

204.01 Vehicle Pursuits

- SERIES 300.00 – INVESTIGATIVE PROCEDURES
  - 308.00 Missing and Exploited Persons
    - 308.01 MEP Unit
    - 308.02 Taking Children into Protective...
    - 308.03 Child Abuse, Child Neglect...
    - 308.04 Child Pornography
    - 308.05 Drug Endangered Children (DEC)
    - 308.06 Missing Persons and Runaways
    - 308.07 Kidnapping Cases
    - 308.08 Missing or Abducted Child...
- ENTIRE SERIES 400.00 – JUVENILE PROCEDURES
- SERIES 500.00 – SUPERVISORY PROCEDURES
  - 501.00 Personnel – Administration
    - 501.01 Chain of Command
    - 501.02 Allotment and Assignment of Personnel
    - 501.03 Punctuality
    - 501.04 Department Mail
    - 501.05 Address and Telephone Number
    - 501.06 Emergency Information File
    - 501.07 Changes in Marital or Family Status...
    - 501.08 Incurring Expense in Connection
  - 503.00 Performance
    - 503.01 Complaint and Discipline...
    - 503.02 Commendations
    - 503.03 Police Performance Evaluation
    - 503.04 Personnel Assessment System

- Rules and Regulations – All Sections

Sections RR- 102.1 through RR-1201 (All Sections)

**4. PART B: Departmental Training Bulletins – Selected**

1. Extreme Risk Protection Orders (ERPO) –Issue date Dec. 23, 2019 (Revised March 3, 2022)
2. First Amendment and Free Speech- update June 10, 2019
3. Unauthorized Camping on Public or Private Property Prohibited (revised date Feb. 6, 2020).
4. Handcuffing Juveniles, the Elderly, or Those With Intellectual/Developmental disability- Issue date Sept. 17, 2019.
5. Changes to Uniform Controlled Substance Act of 2013- Issue date Feb. 3, 2020

**5. PART C: Collective Bargaining Agreement**

1. Collective Bargaining Agreement Between City and County of Denver and Denver Police Protective Association, 2023 - 2025

**6. PART D: Mayoral Executive Orders**

1. Executive Order No. 94 – City and County of Denver Employee’s Alcohol and Drug Use Policy (June 1, 2020)
2. Executive Order 112 – Violence in the Workplace (July 23, 2018)

**Book References**

---

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

**Purpose of Book-Referenced Test**

---

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

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

### **Preparation Strategies**

---

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

### **Study Tips**

---

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



## Test Taking Tips

---

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

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

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

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

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

## Test Your Assumptions

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

### True or False?

**True**

**False**

\_\_\_\_\_

\_\_\_\_\_

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

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

\_\_\_\_\_

\_\_\_\_\_

2. Choose the longest answer option.

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

\_\_\_\_\_

\_\_\_\_\_

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

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

\_\_\_\_\_

\_\_\_\_\_

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

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

\_\_\_\_\_

\_\_\_\_\_

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

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

# Assessment Center

The assessment center consists of three exercises: Critical Incident, Presentation, and Situational Interview. Ergometrics facilitated meetings with Denver Police Department SMEs to develop and review all materials related to these exercises.

## Critical Incident Exercise

---

For this exercise, you will be asked to command a critical incident in front of the panel of assessors. You will be evaluated on your strategic and tactical skills at a critical incident. You will be informed of the critical incident situation and duration at the time of the assessment center.

### Test Tips

- Communicate everything you are thinking. If you don't say it, it can't be scored.
- It is important to monitor your time during the critical incident.
- Think about the totality of the incident.
- Consider all resources available to you and how you can use them.
- Speak loudly and clearly so the assessors can hear and understand you.

## Presentation Exercise

---

In this exercise, you will prepare a presentation and deliver it to the assessor panel. You will be informed of the topic of the presentation, your preparation time, and the amount of time to complete the exercise at the assessment center. The presentation will be scored by a panel of assessors.

### Test Tips

- You do not have to use the entire time given for the presentation.
- Ensure your presentation is clear and concise, but ensure you fully present all necessary information.
- It is important to monitor your time while presenting the information.
- Speak loud enough for the assessors to hear you. Also, make sure that you speak clearly.
- Ensure your presentation follows a logical sequence.
- Keep your audience in mind.
- Remember to keep in mind the position that you are applying for.

## **Situational Interview Exercise**

---

During the situational interview exercise, you will be presented with a number of scenarios relevant to the rank of Sergeant and asked how you might respond to each scenario. You will be informed of the number of situational interview questions and the amount of time you will have to complete the exercise during the assessment center. You will be scored on the content of your responses, as well as your oral communication skills.

### **Test Tips**

- Speak loud enough for your responses to be heard by the assessors. Make sure that you speak clearly.
- Ensure your response is clear and concise; fully present all necessary information.
- It is important to monitor your time while responding to each question.
- You do not have to use the entire time given for the exercise.
- Ensure your response follows a logical sequence. Keep your audience in mind.
- Answer the entire question.

# Assessment Center Preparation

The information below is meant to be a brief general overview to help you prepare for assessment center components that take place before several raters. There are many other resources, including books, classes, and online resources that are available, should you choose to use them.

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

In the assessment center, you will interact directly with several raters that will ask questions, listen to your answers, and observe your behavior. There is nothing to be gained, and much to be lost, by trying to pretend you are someone other than who you are. You do, however, want to show yourself to your best advantage.

## Arrive early

---

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

## Don't pretend

---

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

## Display confidence

---

You are applying for a position of greater responsibility. You will need to be a role model of confidence and credibility.

- **Show that you can communicate with managers.** Answer questions; use eye contact.
- **Never answer a question you don't understand.** Ask for clarification when needed.
- **Don't act confused.** If you are confused just say so and ask the raters for clarification. Don't self-deprecate or apologize for your answers.
- **Think aloud.**

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

### **Imagine yourself in the rater's place**

---

Be friendly and respectful to the raters; they are trying to do a good job, just like you. Don't act defensive if they ask for information that you think they should already know. This is your chance to show how you respond in public situations and how easy you might be to work with.

### **Don't make assumptions**

---

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

### **Be concise in your communication**

---

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

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

---

Try to maintain physical relaxation and use appropriate gestures. Smile - don't act like you are in pain and don't feel you have to fill every silence. Answer each question and then wait for the next question. At the end of the exercises, thank the raters.

### **Do your best**

---

Remember, representing yourself honestly and doing your best are most important.

**Good luck to you in the promotional process.**

**If you have any questions about the process, please contact the Denver Civil Service Commission.**