

A STUDY GUIDE FOR

Sixth Edition

**Common
Sense**

**POLICE
SUPERVISION**

Practical Tips for the First-Line Leader

GERALD W. GARNER

**A STUDY GUIDE FOR COMMON
SENSE POLICE SUPERVISION**

A Study Guide for

COMMON SENSE POLICE SUPERVISION

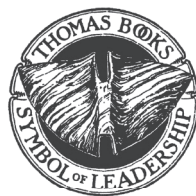
Practical Tips for the First-Line Leader

Sixth Edition

By

GERALD W. GARNER

*Chief of Police
Greeley Police Department
Greeley, Colorado*



CHARLES C THOMAS • PUBLISHER • LTD.
Springfield • Illinois • U.S.A

Published and Distributed Throughout the World by

CHARLES C THOMAS • PUBLISHER, LTD.
2600 South First Street
Springfield, Illinois 62704

This book is protected by copyright. No part of it may be reproduced in any manner without written permission from the publisher. All rights reserved.

© 2018 by CHARLES C THOMAS • PUBLISHER, LTD.

ISBN 978-0-398-09232-0 (paper)
ISBN 978-0-398-09233-7 (ebook)

With THOMAS BOOKS careful attention is given to all details of manufacturing and design. It is the Publisher's desire to present books that are satisfactory as to their physical qualities and artistic possibilities and appropriate for their particular use. Thomas Books will be true to those laws of quality that assure a good name and good will.

Printed in the United States of America
MM-C-1

PREFACE

This comprehensive study guide is intended to be a companion for the Sixth Edition of *Common Sense Police Supervision*. It was developed to help readers and students test their knowledge of the contents of the nineteen chapter text. It also was fashioned to help the promotional student ready himself for an examination based on the book.

A summary of the contents of each chapter is provided at the beginning of each of this guide's nineteen sections. The summary is followed by a series of questions designed to test and reinforce the reader's knowledge and understanding of the chapter. Each of the guide's questions is of the multiple-choice variety. The reader should select the single best response to answer the question or complete the sentence correctly. There will be only one entirely correct answer for each question. The correct answer to each question follows in a separate section. The number of the page from which the answer was taken is also provided as an additional learning tool.

This guide will not replace a thorough and careful reading (and rereading) of the book, *Common Sense Police Supervision*. However, if used along with the book, it should increase the reader's comprehension and retention of the material found in the text.

CONTENTS

| | <i>Page</i> |
|--|-------------|
| <i>Preface</i> | v |
| <i>Chapter</i> | |
| 1. What is Supervision? | 3 |
| 2. Preparation for the Role of Police Supervisor | 9 |
| 3. Ethics of Police Supervision | 15 |
| 4. Qualities of a Leader | 21 |
| 5. The Police Leader as an Educator | 27 |
| 6. The Police Leader as an Evaluator | 33 |
| 7. The Police Leader as a Disciplinarian | 40 |
| 8. The Police Leader as a Planner | 46 |
| 9. The Police Leader as a Communicator | 52 |
| 10. The Police Leader as a Counselor | 59 |
| 11. The Police Leader as a Manager | 65 |
| 12. The Police Leader as a Complaint Processor | 72 |
| 13. Some Special Problems | 79 |
| 14. The Police Leader's Role in Community Policing | 86 |
| 15. The Police Leader's Role in Officer Survival | 93 |
| 16. The Police Leader as Agency Spokesperson | 99 |
| 17. The Police Leader's Role in Exceptional Customer Service ... | 105 |
| 18. Where Do I Go from Here? | 111 |
| 19. Differences in Leading Different Generations: Fact or Myth? .. | 117 |

**A STUDY GUIDE FOR COMMON
SENSE POLICE SUPERVISION**

Chapter 1

WHAT IS SUPERVISION?

SUMMARY

Supervision means a lot of things to a lot of people. If he is to supervise effectively, a police leader will have to serve as a trainer, planner, disciplinarian, counselor, listener, confidant, communicator, performance evaluator and a number of other things. He will be a manager, too, and move ideas and information up and down the chain of command.

The police supervisor will find his work more challenging than will most first-line leaders outside of law enforcement. The police leader already knows that this profession is something different and apart, and so are the people who labor in it. The police supervisor will find many of his subordinates espousing a strong sense of justice and belief in a just cause. Those are assets the supervisor very likely shares with his people and can build upon to the benefit of his agency and the citizens they all serve.

Supervision in law enforcement is indeed, in many ways, different. It requires a special sort of individual to do it well.

QUESTIONS

1. Common sense entails the practical application of _____.
 - a. Good judgment
 - b. Prudence
 - c. Aptitude for calm and logical reasoning
 - d. All of the above

2. In the case of the police employee, work product is delivered in the form of _____.
 - a. Traffic enforcement
 - b. Quality arrests
 - c. Police service
 - d. Written reports

3. Today's police supervisor will be a _____.
 - a. Planner
 - b. Trainer and educator
 - c. Counselor
 - d. All of the above

4. The good police supervisor will excel in the concise use of _____ as tools.
 - a. Meanings
 - b. Words
 - c. Force
 - d. None of the above

5. As a performance evaluator, the supervisor will report _____.
 - a. Facts
 - b. Assumptions
 - c. Allegations
 - d. Suppositions

6. The police supervisor will serve as a _____ role model for correct and moral behavior, on-duty and off-duty.
 - a. Flawless
 - b. Neutral
 - c. Negative
 - d. Positive

7. Many law enforcement officers are _____.
 - a. Constructively suspicious
 - b. Mildly cynical
 - c. Somewhat egotistical
 - d. All of the above

8. The police sergeant is responsible for translating his department's policies, rules and regulations into _____.
 - a. Statistical productivity
 - b. Adequate probable cause
 - c. Ample probable cause
 - d. On-the-job compliance

9. A supervisor must move _____ up and down the chain of command.
 - a. Discipline
 - b. Complaints
 - c. Information
 - d. Grievances

10. The police supervisor will find that many of his subordinates espouse a strong sense of _____.
 - a. Justice
 - b. Courtesy
 - c. Legal knowledge
 - d. All of the above

11. First of all, the supervisor is expected to _____.
- a. Challenge
 - b. Speak up
 - c. Lead
 - d. Obey the rules
12. The supervisor's most important role is that of a positive _____.
- a. Manager
 - b. Public speaker
 - c. Role model
 - d. Public advocate
13. The supervisor's disciplinary efforts should be directed primarily at _____.
- a. Punishment
 - b. Changed behavior
 - c. Improved performance
 - d. Both b and c
14. A good supervisor will excel in the concise use of _____ as tools.
- a. Statistics
 - b. Words
 - c. Numbers
 - d. None of the above
15. Law enforcement supervision is much more about _____ than theory.
- a. Precedent
 - b. Legal precedent
 - c. Practical application
 - d. None of the above