

**PRINCE
GEORGE'S
COUNTY
DEPARTMENT OF
CORRECTIONS**

**2021
Lieutenant
Promotional
Process**

Preparing for the Multiple-Choice Test

Presented by:

ESCI Emergency Services
Consulting International
Providing Expertise and Guidance that Enhances Community Safety

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PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS
PREPARING FOR THE MULTIPLE-CHOICE TEST

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INTRODUCTION

This orientation manual is meant to be used along with the video, “Preparing for the Multiple-Choice Test.” The video can be accessed on the following website:

<https://esci.us/mc-prep/>

Password: Te\$tPrep

The video is approximately 1 hour in length. You are able to pause the video if needed.

Questions regarding video content can be submitted by emailing mayur.patel@esci.us.

The purpose of this manual is to provide information regarding:

- how the Multiple-Choice Test was developed,
- different study techniques, as well as the opportunity to practice the techniques,
- the format of the Multiple-Choice Test, and
- logistics for your Multiple-Choice Test.

The video instructor will refer to this manual throughout the training, so be sure to follow along in your manual while watching the orientation video. You are also encouraged to take notes while you are watching the video. The video is meant to be watched at your own pace. You should pause the video if at any point you feel you need more time to take notes or complete an exercise.

Along with this manual, you should collect the following materials before watching the video:

- Blank paper
- Pencil/Pen
- Highlighter

Troubleshooting guide: If you are having difficulty accessing the video, first make sure that you have typed in the website address and password correctly. Once on the correct page, please note that the video does not start automatically. It may take a few moments to load. Once the video loads, click on the “play” arrow in the bottom left hand corner of the video screen. If the video does not start you should first try the following:

- Try deleting the browsing history and all cookies from the computer’s browser
- Try using a different browser (Firefox, Google Chrome, Internet Explorer)
- Try using another computer (Note: Some computers may not be equipped with the necessary software to play the video)

If you are still unable to view the video after using these techniques you should email mayur.patel@esci.us.

SOURCE MATERIAL

Please refer to the Department's published list of sources for the most current information about source material for the 2021 Lieutenant multiple-choice exam.

DEVELOPMENT OF THE TEST

The Multiple-Choice Exam is based on a job analysis. A job analysis is the specific and systematic analysis of the tasks associated with a job, as well as the Knowledge, Skills, Abilities, and Other Characteristics (KSAOs) required to successfully perform those tasks. A comprehensive job analysis of the Lieutenant position was conducted, then reviewed prior to testing to ensure currency.

The Multiple-Choice Exam questions are designed to measure the most critical knowledge areas. The critical knowledge areas for the 2021 Lieutenant Multiple-Choice Exam are listed below. You should be familiar with these knowledge areas as you are studying the sources.

1. **Knowledge of the Organization and Resources of the Department/County** - Knowledge of the organization and structure of the Prince George's County Department of Corrections (e.g., Security Division, Inmate Services Division, Office of Professional Responsibility and Legal Affairs, Human Resources Division, Support Services Division). Knowledge of the Departmental Policy System (e.g., Policies and Procedures, Standard Operating Procedures). Knowledge of the Prince George's County Department of Correction's authority and jurisdiction. Knowledge of the services and resources provided by divisions under the Prince George's County Department of Corrections (e.g., Security Division, Inmate Services Division, Office of Professional Responsibility and Legal Affairs, Human Resources Division, Support Services Division). Knowledge of employee wellness and assistance programs (e.g., Employee Assistance Programs (EAP), employee drug testing, CISM).
2. **Knowledge of Administrative and Personnel Policies and Procedures** - Knowledge of the correct documentation for a given situation (e.g., Use of Force, Incident Reports, Notification of Rights, Statement of Charges). Knowledge of the policies and procedures for reviewing and editing reports. Knowledge of grooming and uniform policies and guidelines. Knowledge of Department-issued equipment policies and guidelines. Knowledge of equipment and vehicle maintenance policies and procedures. Knowledge of employee accident and injury policies and procedures. Knowledge of policies and procedures for communicable or infectious disease exposure. Knowledge of Equal Employment Opportunity guidelines (e.g., sexual harassment, discrimination, harassment). Knowledge of attendance and leave policies and procedures. Knowledge of secondary (extra-duty) employment policies and procedures. Knowledge of past performance appraisal (PPA) policies and procedures. Knowledge of Department protocol policies and procedures (e.g., ethics, unbecoming conduct, integrity). Knowledge of officer discipline policies and procedures (e.g., conduct-related offenses, performance-related offenses). Knowledge of policies and procedures that apply to commendations and awards. Knowledge of officer grievance procedures. Knowledge of policies and procedures pertaining to training.
3. **Knowledge of the Correctional Facility Layout and Security** - Knowledge of the geographic layout of the Correctional Facility. Knowledge of area of responsibility. Knowledge of the layout of assigned security facilities (e.g., medical, regional processing,

community corrections, housing units). Knowledge of facility access and facility security policies and procedures. Knowledge of facility parking policies and procedures. Knowledge of policies and procedures for handling unsecured areas. Knowledge of emergency evacuation procedures. Knowledge of lock-down procedures.

4. **Knowledge of Operational Policies and Procedures** - Knowledge of internal communication procedures (e.g., chain of command). Knowledge of the routine and emergency notification process. Knowledge of the Department's social media policy. Knowledge of policies and procedures guiding media relations. Knowledge of policies and procedures pertaining to communications and radio use (e.g., signal codes, 10-codes). Knowledge of policies and procedures for utilizing Departmental software (e.g., Offender Management System). Knowledge of policies and procedures for officer safety. Knowledge of policies and procedures pertaining to health and safety standards. Knowledge of policies and procedures for handling medical emergencies (e.g., providing basic first aid or immediate care for the injured). Knowledge of the proper function and use of restraint equipment (e.g., handcuffs, 4-point restraints, leg irons, restraint chair). Knowledge of arrest and detention procedures (e.g., commitments). Knowledge of policies and procedures for warrants. Knowledge of extradition procedures. Knowledge of the Use of Force Continuum and use of force policies and procedures. Knowledge of Department-issued weapons policies and procedures (e.g., shield, OC spray). Knowledge of policies and procedures for operating Departmental vehicles. Knowledge of the proper function and use of emergency equipment. Knowledge of court policies and procedures. Knowledge of contraband policies and procedures. Knowledge of policies and procedures for preserving, packaging, and submitting physical property and evidence. Knowledge of visitation policies and procedures. Knowledge of policies and procedures pertaining to citizen tours. Knowledge of non-biased behavior policies and procedures. Knowledge of how to approach citizens with appropriate professionalism and courtesy. Knowledge of how to interact with the community, including potential difficulties when interacting with citizens. Knowledge of policies and procedures pertaining to citizen complaints.
5. **Knowledge of Major Incident Response Policies and Procedures** – Knowledge of the principles and procedures guiding the National Incident Management System, including the Incident Command System. Knowledge of policies and procedures guiding concurrent jurisdiction and mutual aid. Knowledge of de-escalation techniques. Knowledge of policies and procedures for hostage situations. Knowledge of policies and procedures for barricade situations. Knowledge of policies and procedures for responding to active-shooter incidents. Knowledge of policies and procedures for handling suspicious packages. Knowledge of policies and procedures for handling bomb-related incidents (e.g., bomb threats, bomb explosions). Knowledge of policies and procedures for responding to incidents involving hazardous and radioactive materials. Knowledge of policies and procedures for responding to weather related emergencies. Knowledge of policies and procedures for responding to civil disturbances and mass arrests (e.g., strikes, picketing, demonstrations).
6. **Knowledge of Inmate Management and Supervision** - Knowledge of policies and procedures for inmate health and safety. Knowledge of inmate discipline policies and procedures. Knowledge of inmate grievance procedures. Knowledge of policies, procedures, and laws pertaining to inmate health information (e.g., HIPAA). Knowledge of policies and procedures pertaining to inmate records. Knowledge of frisk and strip policies

and procedures. Knowledge of seizure policies and procedures for property. Knowledge of policies and procedures for inmate transportation and movement. Knowledge of procedures for booking and processing inmates. Knowledge of procedures for inmate recreational time and activities. Knowledge of procedures for inmate privileges. Knowledge of procedures pertaining to inmate work details. Knowledge of policies and procedures pertaining to inmate supervision. Knowledge of policies and procedures for handling the death of an inmate. Knowledge of suicide prevention techniques. Knowledge of policies and procedures pertaining to the handling of special inmate groups (e.g., high-risk, mentally unstable, segregated, transgender). Knowledge of policies and procedures for handling juveniles. Knowledge of policies and procedures for handling individuals with mental disorders (e.g., suicide threats, psychological evaluations). Knowledge of procedures for handling inmate escapes. Knowledge of policies and procedures pertaining to inmate services (e.g., food, medical).

7. **Knowledge of Correctional Law** - Knowledge of the Constitution and Constitutional safeguards. Knowledge of amendments pertaining to inmate rights. Knowledge of case law. Knowledge of applicable governing legislation for correctional facilities. Knowledge of the Prison Rape Elimination Act (PREA). Knowledge of Americans with Disabilities Act (ADA). Knowledge of lawsuits.
8. **Knowledge of Supervisory Techniques and Approaches** - Knowledge of communication processes and best practices (e.g., two-way communication). Knowledge of principles as they relate to setting performance expectations. Knowledge of principles as they relate to observing and documenting job performance (e.g., Squad Report). Knowledge of methods and techniques for providing feedback (e.g., constructive feedback). Knowledge of methods and techniques for coaching employees. Knowledge of methods and techniques for counseling employees. Knowledge of methods and techniques for administering discipline/corrective actions. Knowledge of methods and techniques for mentoring employees. Knowledge of conflict resolution techniques for difficult situations. Knowledge of methods for career development. Knowledge of methods and techniques for delegating work to subordinates. Knowledge of techniques for directing others that may not be under your direct supervision.
9. **Knowledge of Leadership Styles and Principles** - Knowledge of ethical decision making and problem-solving techniques. Knowledge of professional conduct in a leadership role. Knowledge of procedures for creating and developing a team (e.g., assigning team roles and responsibilities, developing team goals). Knowledge of techniques for leading a team. Knowledge of potential team building problems and how to prevent them (e.g. Groupthink, scapegoating). Knowledge of leadership styles and principles (e.g., Authoritarian, Transformational, Laissez-Faire leadership styles) and how to apply them on the job. Knowledge of leadership theories and techniques (e.g., Theory X, Path-Goal Theory) and how to apply them on the job. Knowledge of motivational techniques (e.g., positive reinforcement). Knowledge of risk and how to avoid risk when making decisions. Knowledge of persuasion techniques.

DEVELOPING A STUDY PLAN							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
WEEKLY GOALS							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
WEEKLY GOALS							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
WEEKLY GOALS							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
WEEKLY GOALS							

HIGHLIGHTING PRACTICE

The following are some tips to help you while using this technique:

- ⇒ Do NOT highlight information you already know.
- ⇒ ONLY highlight key points. Use the highlighted key points as triggers to remember the detailed information surrounding the key point.
- ⇒ Highlight only as much as necessary to *remind* yourself of the most important information. Highlighting too much of a topic area will defeat the purpose.

Remember, highlighting is a method to streamline the material (i.e., reduce the amount you have to study). Going through the information once is probably not sufficient for you to remember the material. You must still review the highlighted information again in order to improve your chances of recalling the information on test day.

On the next two pages is an excerpt from your source material. You will use this information to practice the highlighting study technique.

**THE FOLLOWING EXCERPT WAS TAKEN FROM
PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL
CHAPTER 9.14: SECURITY AND CONTROL: PERIMETER SECURITY**

HIGHLIGHTING PRACTICE



PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS POLICY AND PROCEDURE MANUAL

Number:	Chapter:	Subject:
9.14	Security & Control	Perimeter Security

I. POLICY:

To ensure maximum security within the Facility and in the immediate vicinity, to ensure inmates remain within the perimeter, to ensure access by the general public is denied without proper authorization, and to guard against the introduction of contraband into the Facility, access into the Facility will be under strict control by security staff.

The Reception Center lobby, the **Main Gate Sally Port**, and the **Delivery Gate** will constitute the only breaches in the perimeter. Pedestrians must enter through the Reception Center lobby while all vehicles will enter through the **Main Gate Sally Port** or the **Delivery Gate**. Egress of all persons moving through these perimeter access points will be strictly monitored. Continuous patrol of the perimeter area will be performed by armed security personnel.

II. SOURCES:

ACA: 2A-07

MCCS: .02H

County Administrative Procedure #694; "Flag Protocol".

III. DEFINITIONS:

- A. **Main Gate Sally Port** - An entry and exit point along the perimeter fence line which allows for the delivery and pick-up of inmates by authorized personnel, and the delivery of institutional supply items. This area is secured by a set of sliding, interlocking gates. These gates are monitored and operated by the **Main Gate Officer**.
- B. **Delivery Gate** - An entry and exit point along the perimeter fence line which allows for the delivery of food and kitchen supply items as well as allowing access and egress for approved contract personnel.
- C. **Non-Secured Area** - That portion of the Facility which does not provide for the secure confinement of inmates and/or those parts of the Facility that inmates will not have access to.
- D. **Perimeter Electronic Detection and Monitoring Systems** - Those electronic devices located on the innermost perimeter fence and those buried cables located between the fences. These devices are designed to detect unauthorized movement in the area and are monitored in the Central Control Room on a graphic display screen. All perimeter area alarms will sound automatically in Central Control, and the Perimeter Patrol Vehicle.
- E. **Reception Center** - The main point of access and egress for all departmental staff and the general public including visitors, attorneys, physicians and volunteers. Movement through this area into the secured portion of the building (via the lobby) is controlled by the Reception Officer and also by the Central Control Officer.
- F. **Secured Area** - That portion of the Facility that provides for the confinement of inmates

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HIGHLIGHTING PRACTICE

and/or those parts of the Facility that inmates have access to. Entry into and exit from these areas is monitored in the Central Control Room.

- G. Vehicle Sally Port - An enclosed garage-type building used for loading and unloading inmates by authorized personnel. All entrance and exit doors are monitored and controlled by the Central Control Officer.

IV. PROCEDURES:

A. Central Control Officer Responsibilities

1. The Central Control Officers will closely monitor the Perimeter Electronic Detection Systems for any security breaches or other malfunctions along the perimeter fence line. The following perimeter systems are located in Central Control.
 - a. Buried Cable Detection Monitor;
 - b. Motion Detection System;
 - c. Microwave Detection System;
 - d. Closed Circuit Television Cameras.
2. If a breach in security occurs on the perimeter, an alarm will sound in Central Control and a graphic display panel will indicate the point of contact on the fence. The Central Control Officers will:
 - a. Immediately verify that the Perimeter Patrol/K-9 Officer and the **Main Gate Officer** are aware of the point of breach;
 - b. Notify the Operations Commander, if, and when the alarm has been determined to be an actual breach in security (escape). The Operations Commander will relay this same information immediately to the Shift Commander. Nuisance alarms need not be reported to the Operations Commander.
 - c. Follow the Escape Response Plan (Policy and Procedure 8.6) when a security breach (escape) has been verified by either the Perimeter Patrol/K-9 Officer or by other Departmental personnel; and
 - d. Log all alarms in the Computer Logbook.
3. The Central Control Officers will monitor the CCTV cameras which overlook the area around the **Main Gate Sally Port** and the Vehicle Sally Port. These officers will give full attention to these monitors when vehicles are moving through these perimeter entry and exit points.
4. The Vehicle Sally Port doors will be electronically operated by the Central Control Officers after all necessary information has been received from the **Main Gate Officer**.
5. The Central Control Officers will maintain regular verbal communications with the security officers assigned to exterior perimeter posts. A verbal exchange of information will occur:
 - a. Whenever the **Main Gate Officer** is receiving a new inmate, whenever a

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NOTE TAKING PRACTICE

The note taking method consists of five steps that can be described as “the 5 Rs.” The 5 Rs are described as follows:

- Record*** While you are reading a chapter, write notes on a separate notepad. This will serve as your study guide. Be sure to leave a three-inch margin on the left hand side of your paper for the next step.
- Reduce*** After you have finished the chapter, go back and read over your notes. Reduce your notes into a few key points and write those key points down in the left hand margin of your study guide.
- Recite*** After you have recorded your notes and reduced them into key points, cover your notes so that you can only see your key points. Now try to remember all of the facts from your notes using the key points as your only clues.
- Reflect*** While filling in the facts, try to come up with associations so you can memorize them. For example, if you are studying arrest procedures, think of an arrest that you made and each of the steps you took.
- Review*** Go over your notes, key points, and associations many times.

Note cards are also extremely effective in reducing the amount of information you have to study. Once you have read a passage you can write the main idea on one side of the note card and then summarize the passage on the other. Note cards are particularly useful when trying to remember definitions or charges. A benefit to note cards is that they are portable and can easily be accessed whenever you have free time to study. In addition, there are now applications that allow you to create digital note cards and sync them with your smartphone. (e.g., Quizlet, FlashCards+, StudyBlue, Chegg Flashcards).

On the next two pages is an excerpt from your source material. You will use this information to practice the note taking study technique.

**THE FOLLOWING EXCERPT WAS TAKEN FROM
PRINCE GEORGE’S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL
CHAPTER 3.10: PERSONNEL: EMPLOYEE ASSISTANCE PROGRAM**

NOTE TAKING PRACTICE



**PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL**

Number:	Chapter:	Subject:
3.10	Personnel	Employee Assistance Program

I. POLICY:

The Department of Corrections, as an employer, recognizes that a wide variety of problems can effect an employee's job performance. In those instances where professional help may prove necessary, the Employee Assistance Program is available. As in any other illness, time off to take part in necessary treatment will be arranged as is consistent with County Personnel Law.

II. SOURCES:

County Administrative Procedure 223 - "Employee Assistance Program"

III. DEFINITIONS:

Employee Assistance Program (EAP) - a comprehensive program sponsored by the County Government which helps the employee address personal problems which can affect personal wellbeing and job performance including but not limited to: (a) family/marital difficulties, (b) drug/alcohol abuse and/or addiction, (c) emotional stress, and (d) legal/financial problems.

IV. PROCEDURES:

A. Program Philosophy:

1. The EAP is a program designed to encourage employees to seek help through effective professional treatment. Early recognition and correct diagnosis of a problem enhance the success of treatment and the restoration of health and productivity.
2. Alcoholism and chemical dependency are defined as illnesses, which may impair an employee's job performance. Employees having these illnesses will receive the same careful consideration and offers of assistance given those suffering from other illnesses or health problems.
3. An employee's job security or opportunity for promotion will not be jeopardized by involvement in the EAP program or other treatment setting.

B. Eligibility for EAP Services:

Full time and part time employees and their dependents are eligible to use the EAP for initial consultations. Work performance can be adversely affected when the spouse or other dependents are experiencing personal problems. For this reason, family members are eligible to receive EAP services. Departmental employees may seek assistance from the County's EAP Program by using the TOLL - FREE, 24-hour HELP LINE 1-877-334-0530.

Visit the website at www.EAPHelpLink.com for access to resources and information. The access code is "Prince George's."

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NOTE TAKING PRACTICE

C. Referral Procedure:

Referral of an employee to the Employee Assistance Program may occur in 3 ways:

1. **SELF-INITIATED REFFERAL** by an employee (or employee's family member). The individual's rights to confidentiality will be respected, and the employee's supervisor will NOT be notified without the expressed consent of the employee.
2. **INFORMAL OR CARING REFFERAL** of an employee occurs when an employee is encouraged by a fellow employee, family member, or supervisor, to use the EAP. There are no formal consequences for not using the EAP in an informal referral, and it is treated as a self-initiated referral with regard to confidentiality.
3. **FORMAL SUPERVISORY/UNION REFFERRALS** are based strictly on unsatisfactory job performance. When the supervisor/union representative has determined that the job performance problem is caused by the lack of aptitude or skills, then good management practice would indicate that additional instruction, training, or job reassignment may be appropriate. However, a formal EAP referral is indicated when it is clear that the employee is either unable or unwilling to improve job performance, even with supervisory/union help and/or standard administrative action.

NOTE: When a supervisor/union representative is in doubt as to whether the cause of the unsatisfactory job performance is a personal problem, as opposed to a skill problem, the supervisor/union representative should contact the EAP counselor.

D. Supervisor's Responsibility:

It is the responsibility of the supervisors on every management level to implement the EAP developed under this policy.

Since supervisors do not have the professional qualifications to diagnose specific personal problems, job performance is the only basis for which supervisors may formally refer an employee to the EAP. Specifically the basis for formal referral of an employee by a supervisor is unsatisfactory job performance which has not responded to standard corrective procedure. Supervisors will use the Supervisory Referral Form discussed in County Administrative Procedure #223 to document this action.

E. Employee's Responsibility:

The EAP is voluntary, even when the employee is referred formally. In the case of a formal referral, it is the responsibility of the employee to consider the referral. Employees who choose not to use the EAP, refuse treatment recommended by the EAP counselor, or who do not respond to treatment within a reasonable period of time, will be managed in accordance with the Department's standard administrative and disciplinary policies for unsatisfactory job performance. The employee's responsibility is to correct the job performance problem, and the EAP is offered as a source of professional assistance to accomplish that goal.

F. Confidentiality:

Self-initiated and Informal/caring referrals are strictly confidential. No information regarding these referrals may be shared with management without the expressed consent of the employee.

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OUTLINING PRACTICE

Outlining helps to organize material for memorization through association to “key” ideas. When you outline an area of study, use only short phrases or key words to serve as triggers to remember the detailed information. The following is an example of an outline format.

- I. Major Heading 1
 - A. Sub Heading 1
 - 1. Sub, sub heading 1
 - a. sub, sub, sub heading 1
 - b. sub, sub, sub heading 2
 - 2. Sub, sub heading 2
 - B. Sub Heading 2
- II. Major Heading 2
 - A. Sub Heading 1
 - B. Sub Heading 2

On the next two pages is an excerpt from your source material. You will use this information to practice the outlining study technique.

**THE FOLLOWING EXCERPT WAS TAKEN FROM
PRINCE GEORGE’S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL
CHAPTER 9.3: SECURITY AND CONTROL: LOGBOOKS AND SHIFT RECORDS**

OUTLINING PRACTICE



PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS POLICY AND PROCEDURE MANUAL

Number:	Chapter:	Subject:
9.3	Security and Control	Logbooks and Shift Records

I. POLICY:

In order to ensure the efficient operation of the County Correctional Center, and to satisfy potential future needs (i.e., legal inquiries, state reports, etc.), all Correctional Officers assuming a security post will maintain permanent logbooks (either manual or computer) for recording routine information, emergency situations and unusual incidents involving inmates and staff. Shift Records will be compiled and submitted by all Shift Commanders on a daily basis.

II. SOURCES:

ACA: 2A-11

MCCS: None

III. DEFINITIONS:

- A. Offender Management System (OMS): A database system that contains vital inmate information regarding booking, court, housing, medical and release. Sworn and civilian staff use it to log activities or events that are sequentially listed by date/time and type of entry.
- B. Manual Logbook: A bound book, in which the pages are sequentially numbered. The manual logbook will be used to record daily activities or events, as prescribed in Section IV. PROCEDURES. A manual logbook will be readily available at each security post at all times.

IV. PROCEDURES:

A. Types of Logs/Shift Records:

The following are types of permanent logbooks that will be maintained by appropriate staff:

1. General Information Logbook: which will include routine, emergency and unusual occurrences during the officer's tour of duty at a given post;
2. Equipment Verification Logbook: which will contain a daily listing of equipment or accountability and a comment about the equipment's condition;
3. Professional Visitor's Register: which will be used by attorneys, doctors, volunteers, and other visitors to sign in and out of the Facility, listing professional purpose and the person(s) they are visiting. Staff will sign to indicate entry/exit into/from secured areas of the Facility;
4. Intake Logbook: which lists all inmates newly committed by shift. Intakes will be recorded by name, and will include the inmate I.D. Number and charge(s).

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OUTLINING PRACTICE

5. **Release Log Sheets:** which lists all inmates released by shift. The roster will indicate the releasee's name and institutional number, date and time of release, the type of release and any additional comments.
6. **Incident/Infraction Logbook:** which will provide a chronological listing of all Incident/Infraction Reports that have been submitted to the Shift Commander;
7. **Custody Time Sheet Logbook:** which lists all individuals processed by the Regional Processing Intake Officer by shift (i.e. arrestees, in-house warrant service, detained individuals for presentation to Commissioner).

B. Logbooks Used on Security Posts:

1. Reception Center:

OMS
General Information Logbook
Visitors' Register
Drug Monitoring Logbook

2. Processing Area:

OMS
Court Corridor Logbook
General Information Logbook
Intake Logbook
Strip Search Logbook for Inmates with Community Contact

3. Property Room:

General Information Logbook

4. All Housing Areas:

OMS
General Information Logbook

5. Basement Control Room:

OMS
General Information Logbook

6. Central Control Room:

OMS
General Information Logbook
Equipment Verification Logbook

7. Zone Commander's Office:

OMS

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CREATING ACRONYMS

Acronyms are abbreviations of several words used to improve memory and are used throughout public safety. Words such as ICS and NIMS are acronyms. Here are the steps to creating an acronym:

1. Write the facts you want to remember (keep filler words to a minimum)
2. Underline the first letter of each fact (if there are multiple words, only underline the first word)
3. Arrange the underlined letters to form an acronym that is a real word or a nonsense word that you can remember

You will be permitted to write in your test booklets on test day. You may find it helpful to write down your acronyms once time starts. This can serve as a memory aid as you are working through the test.

On the next page is an excerpt from your source material. You will use this information to practice creating acronyms.

**THE FOLLOWING EXCERPT WAS TAKEN FROM
PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL
CHAPTER 9.15: SECURITY AND CONTROL: TRANSPORTATION UNIT**

CREATING ACRONYMS

6. If the Department of Corrections is the transporting agency, the inmate will be kept in the appropriate restraining devices for the entire **(DELETED CONTENT)** time that he or **she** is out of the County Correctional Center.

I. Ambulance Transports:

When an inmate is transported to the local hospital via ambulance, the Transportation Officers will:

1. Contact the Inmate Records Unit to determine as much relevant background information about the inmate as possible.
2. Perform a thorough search of the inmate to be transported; all appropriate restraining devices will be applied to the inmate;
3. Remain with the inmate at all times upon reaching the hospital. As soon as practical, the officers will advise the Shift Commander or designee about the status of the inmate and the estimated time needed at the hospital. Notify Hospital Security upon arrival and departure.
4. Ensure as many restraints as possible remain on the inmate at all times. At no time allow all restraints to be removed (unless the inmate is under general anesthesia or has been declared deceased by an attending physician. The four-point transport restraints will be utilized (as per P&P 9.16).
5. Upon returning to the County Correctional Center, search the inmate thoroughly and deliver all relevant paperwork to the Medical Unit.

Note: When an ambulance is required to transport an inmate to the hospital, the Shift Commander will notify the Chief, Security Division, the Deputy Director, Bureau of Operations and the Director as soon as possible and will provide a detailed description of the incident/event.

J. Special Transports:

A special transport is considered to be a transport that requires the use of the Four Door Sedan transport vehicle to be used when transporting a detainee to a court hearing, hospital, or medical appointment as a primary transport. The special transport vehicle can also be utilized in a backup role for high risk detainees being transported in a normal transport wagon that may require an additional transport officer to enhance the safety and security during the transport.

1. The special transport must be approved by the Transportation Unit Supervisor or the Operations Commander prior to using the Four Door Sedan to transport detainees.
2. The special transport vehicle may be used to transport a detainee to the court, hospital or medical appointments or as a backup vehicle for high risk or other inmates as needed.
3. If the vehicle is being utilized as a backup to primary transport of a high-risk

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RETRIEVAL PRACTICE

Retrieval practice involves recalling information with minimal cues. To begin, identify a passage of information that you want to read. It shouldn't be too long, no more than 2 pages. Read that passage and then put it aside. Next, take a few minutes to write what you remember. Do NOT look back at the passage that you read. This step is important because this is what helps commit the information to your long-term memory. When trying to remember everything you have just read, you are organizing information within the long-term memory and are creating cues and connections that the brain later recognizes. It helps you remember the information better than just reading it.

On the next two pages is an excerpt from your source material. You will use this information to practice the retrieval practice study technique.

**THE FOLLOWING EXCERPT WAS TAKEN FROM
PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL
CHAPTER 12.10: MEDICAL AND HEALTH CARE SERVICES: INMATES WITH
DISABILITIES**

RETRIEVAL PRACTICE

4. Inmates with disabilities will receive meals equivalent to those served in general population. The (DELETED CONTENT) officer supervising the meal will ensure the inmate receives his/her meal and shall document in OMS any incidents when meals are refused or not served and the reason.
5. Inmates with disabilities shall receive their outdoor recreation during their out of cell time. Weather permitting, outdoor recreation is offered unless the housing unit or inmate has lost the privilege because of a documented behavioral issue.
6. Inmates with Disabilities will be allowed to order commissary the same as general population inmates. The ADA Coordinator will facilitate the preferred method of ordering commissary items.
7. Inmates with disabilities will have access to library services. Legal materials and library services are provided to the inmates by the Librarian using the preferred method of communication agreed upon by the ADA Coordinator and listed in the inmate's Special Directive.

E. Visitation

Inmates with disabilities will receive the same visitation privileges as general population inmates unless there are substantial documented reasons for withholding visitation.

1. Inmates with disabilities shall be given reasonable accommodations to include the appropriate equipment to facilitate effective communication.
2. The proper equipment will be agreed upon by the ADA Coordinator and the inmate. This will be documented in the inmate's Special Directive.

F. Telephone

The Department will provide an effective means of communicating to facilitate phone calls for the deaf and hearing impaired. Inmates using the preferred method of communication will be afforded both legal and non-legal calls daily.

1. Telephone calls placed using videophones, TTY (teletype) machines, hearing-aid compatible telephones, and volume control phones or other electronic means may take longer than telephone calls placed using standard voice telephone equipment. Deaf or hard of hearing inmates shall be given no less than 30 minutes per call which is an additional 10 minutes longer than inmates without a qualified disability.
2. Phone calls will be made in a quiet private location, i.e., Multipurpose Room, Zone Commanders' Office, Exam Room, or Warrant Service Office.
3. Inmates will be afforded the right to privacy during all legal calls.

G. Administrative Segregation and Discipline

Inmates with disabilities may be placed on Administrative Segregation and Disciplinary Segregation when appropriate, however their placement shall not interfere with any special accommodations.

Inmates with disabilities will be afforded the opportunity of a qualified interpreter or other means to effectively communicate during any disciplinary review board hearing.

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RETRIEVAL PRACTICE

H. Grievances

The housing unit officer shall provide appropriate assistance to an inmate with a disability to access the grievance process.

1. An inmate may file a grievance at any time to dispute ADA accommodations. These grievances will be forwarded to the ADA Coordinator without delay.
2. Within three (3) calendar days after receipt of the complaint, the ADA Coordinator or designee will meet with the inmate to discuss the complaint. A response to the complaint will be forwarded to the inmate in writing within five (5) working days.
3. If the response of the ADA Coordinator does not satisfactorily resolve the issue, the inmate and his/her designee may appeal the decision to the Director or designee within 15 calendar days after receipt of the decision.
4. The Department shall not retaliate against or coerce in any way, any person who made or is making a complaint according to the provisions of the ADA.

I. Transporting Disabled Inmates to the Hospital or Offsite Medical Consultation

Disabled inmates, unless otherwise indicated, will be prepared and transported outside the facility according to Policy and Procedure 9.15 ~ Transportation.

1. In instances where the Transportation Supervisor receives a request for transport to a routine medical appointment, the Transportation Supervisor will assign the use of the department's Disabled Accessible Vehicle. **(DELETED CONTENT)**
2. If the request for transportation of a disabled inmate is an emergency, the Prince George's County Fire/EMS will be contacted by the Central Control Officer to transport the individual to a medical facility.
3. If the request for transport is received and the Transportation Supervisor is not available, the on-duty Operations Lieutenant or the Tactical Operations **(DELETED CONTENT)** **Commander will be contacted to make the necessary arrangements.**
4. All Officers assigned to the Transportation Unit will be trained in the use of the Disabled Accessible Vehicle, to include proper use of the hydraulic lift and proper securing techniques. Documentation verifying the completion of this training will be forwarded to the **Development, Education and Training Section to be (DELETED CONTENT) included in the officer's training file.**
5. **All inmates that are classified as hearing impaired and use sign language to communicate will be restrained in a manner that will allow them to communicate effectively.**
6. **When determining whether to handcuff an inmate who is deaf or hard of hearing, Department staff will allow the inmates' hands to be handcuffed in front of them to facilitate communication using sign language or writing. However, if the deaf or hard of hearing inmate does not display behavior consistent with safety and security they will be handcuffed in the back until they demonstrate their behavior allows them to be handcuffed in front. The safety of staff and other inmates will be the first priority.**

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RETRIEVAL PRACTICE

Write down everything you remember from the previous passage:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

RETRIEVAL PRACTICE

1. According to the Policies and Procedures Manual, deaf or hard of hearing inmates shall be given NO LESS THAN _____ minutes per call.

- A. 30
- B. 40
- C. 50
- D. 60

2. According to the Policies and Procedures Manual, an inmate may file a grievance at any time to dispute ADA accommodations. The grievances will be forwarded to the _____ without delay.

- A. Operations Commander
- B. Personnel Office
- C. Zone Commander
- D. ADA Coordinator

****Answers are found in Appendix A.**

MULTIPLE CHOICE QUESTION FORMATS

The Lieutenant test will consist of 100 multiple-choice questions. Unless otherwise noted in the question, you should assume that all personnel referenced in the test are members of the Prince George's County Department of Corrections and that all events occur within the jurisdictional boundaries covered by the Prince George's County Department of Corrections.

IMPORTANT NOTE: The video includes a section titled "*Guessing the Best Answer.*" The tips suggested are for guessing **ONLY**. They are in no way intended to imply that any correct test answers were developed using these methods. Always utilize your knowledge to choose the best answer; however, if guessing is your only option, these are the strategies we recommend.

The questions will be organized by the source they were taken from and clearly labeled. For example:

**THE FOLLOWING QUESTIONS WERE TAKEN FROM THE
PRINCE GEORGE'S COUNTY DEPARTMENT OF CORRECTIONS
POLICY AND PROCEDURE MANUAL**

Each question will have four options, and only one is the best answer. *ESCI* writes three different types of questions: definitional, factual and situational. Below is an example of each type of question. These questions are only meant to familiarize you with the format of questions in a *ESCI* Test.

Definitional:

You are monitoring radio traffic and you hear one of your officers say "Signal 4" over the radio. This means that the officer:

- A. is in immediate danger.
- B. needs assistance/back-up.
- C. is taking a subject into custody.
- D. needs to convey safety related information.

Factual:

As a supervisor, you are authorized to wear a _____ crew neck t-shirt under your uniform shirt.

- A. green
- B. blue
- C. white
- D. brown

MULTIPLE CHOICE QUESTION FORMATS

Situational:

You are informed that an inmate is planning to escape during transport. The transport is currently preparing to leave the facility. What action should you take?

- A. Inform the transporting officer to cautiously proceed with the transport
- B. Send an additional officer on the transport
- C. Forward the information to your supervisor, but take no additional action
- D. Cancel the transport until your supervisor authorizes it

GENERAL TEST TAKING TIPS

The following is a list of tips you should use while taking the Multiple-Choice Exam.

- **Assume you are a Lieutenant** -- Throughout the test you will be asked how you would perform if you were in the rank for which you are testing. Do not answer the questions from the perspective of your current rank. It is important to have an understanding of the roles and responsibilities of a Lieutenant before taking the test.
- **Scan the test before you begin answering questions** -- Skim all of the questions in the test to familiarize yourself with the format and organization of the test. You may want to consider starting with a section that contains questions from a source that you are particularly strong or weak in.
- **Read questions thoroughly and carefully** -- Skipping over one word may change the meaning of the question!
- **Answer what is asked** -- Make sure you understand what the question is asking so you can choose the best answer. Pay attention to words like “NOT” or “all of the following EXCEPT” as they will change the entire meaning of the question.
- **Underline key words** -- You will be able to mark in your test booklet and doing this will help you pay attention to important information in the question.
- **Read all answer choices** -- Don’t stop reading the answer choices if you think the first one is correct because there may be a better answer. All questions will have four answer options, so be sure to choose the one that is the BEST answer.
- **Narrow answer choices** -- If there are choices you know cannot be correct, cross them out. This way, even if you have to guess at the correct answer, you have a better chance of getting it right.
- **Avoid reading into the question** -- Use only the information provided in the question; do not add additional information. Remember to choose the BEST answer from the options provided.
- **Complete your answer sheet correctly** -- As you move through the test, you should check to make sure that the number of the bubble you are filling in corresponds to the number of the question you are answering. Fill in bubbles completely and only bubble one answer. Erase changed answers completely so that the electronic scanner will not read two answers. Remember that *ESCI* test items will only have answers that correspond to letters A, B, C, and D. The bubble sheet has a bubble labeled “E.” Never choose this option.
- **Don’t spend too much time on one question** -- If you are having trouble answering a question, don’t waste too much test time trying to figure it out. Circle the question in your test booklet and come back to it later (be sure to skip the answer on the bubble sheet). Information in another question may trigger your memory to help you answer the question.

LOGISTICAL PROCEDURES

Note: Refer to the Announcement regarding the report time and location of the Multiple-Choice Exam.

Registration

Be prompt. Late arrivals will not be permitted. You must have your Department of Corrections photo identification card for registration.

Dress Code

Refer to the Announcement regarding dress code for the Multiple-Choice Exam.

Prohibited Materials

Candidates will not be permitted to bring food or drink into the exam room.

Candidates will only be permitted to wear a non-digital (analog) wristwatch with no audible alarm. Candidates will not be permitted into the exam room with digital watches, stop watches, clocks, or any other digital devices.

Candidates may not bring personal digital assistants, cell phones, two-way radios, pagers, cameras, imaging devices, smart watches, or any other electronic devices to the examination site.

Candidates may not bring any source materials, texts, notebooks, papers, folders, notes or reference materials of any description into the exam site.

Backpacks, brief cases, carry bags, and luggage of any description are prohibited at the examination site. **WALLETS AND PURSES ARE PERMITTED.**

LOGISTICAL PROCEDURES

Exam Procedures

Once the exam door closes, the Test Proctor will read a set of procedures for the test. The Test Proctor will then walk you through the instructions for filling out the required administrative information on the bubble sheet. There will be Test Monitors on site to help you with the process if you have any problems. Once the exam booklets are passed out, the Test Proctor will tell you to turn to the first page, which is a set of instructions. You will be given time to read over these instructions and ask questions about them. Once all questions have been answered, you will be instructed that time has begun and that you may turn the page and begin to work.

Once the test has started, you will be allowed to use the restroom; however, you will be using part of your test time to do so. Please raise your hand so that a Test Monitor knows you would like to leave the room. When you do leave the room, make sure you turn all of your test materials face down before you go. You may not remove any test materials from the room. You will be escorted, and you may not leave the building.

Talking is not allowed during the exam. The only exception would be if you have a question about the test. If you do have a question, raise your hand and someone will come to assist you. Keep in mind Test Monitors cannot interpret any test questions for you.

If you are still working when time is called, you must immediately stop what you are working on.

If you finish the exam before the time is up, turn in your pencils and test booklet to the Test Proctor in the testing room. Do not remove any test booklets from the room. Do not turn in your test booklet to anyone besides the Test Proctor. After you have turned in these materials, you will be released from the testing room and escorted to a waiting room. You must leave immediately and quietly so that others who are still taking the test will not be disturbed.

When you are finished with the exam you will take your answer sheet to the Test Proctor who will review it for any administrative errors. The Test Proctor will return your answer sheet to you and direct you to a Test Monitor in the hallway. The Test Monitor will take you to a holding area where you will wait while your answer sheet is electronically scored. Once your test has been scanned, a Test Monitor will hand you a test review flyer and a copy of your unofficial score for the exam. Remember that the unofficial score may change based on the outcome of the appeals process. Once you have received your unofficial score, you must immediately leave the building.

We wish you the best of luck on your multiple-choice test!

APPENDIX A

Answers to questions for “Retrieval Practice”:

1. A (Source: Policies and Procedures Manual, Chapter 12 – Medical and Health Care Services, 12.10 – Inmates with Disabilities)
2. D (Source: Policies and Procedures Manual, Chapter 12 – Medical and Health Care Services, 12.10 – Inmates with Disabilities)