

**PRINCE
GEORGE'S
COUNTY
SHERIFF'S
OFFICE**

**2022
Deputy
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 SHERIFF’S OFFICE
PREPARING FOR THE MULTIPLE-CHOICE TEST**

TABLE OF CONTENTS

Introduction.....Page 2

Development of the Test.....Pages 3-6

Developing a Study Plan.....Page 7

Highlighting Practice.....Pages 8-10

Note Taking Practice.....Pages 11-13

Outlining Practice.....Pages 14-16

Creating Acronyms.....Pages 17-18

Retrieval Practice.....Pages 19-23

Multiple-Choice Question Formats.....Pages 24-25

General Test Taking Tips.....Page 26

Logistical Procedures.....Page 27

Appendix A.....Page 28

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:

<http://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 through the website or by emailing katie.kelley@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 katie.kelley@esci.us.

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. KSAO lists were developed with an internal committee from PGSO and finalized prior to test development.

The Multiple-Choice Exam questions are designed to measure the most critical knowledge areas. The critical knowledge areas for the 2022 Deputy 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 Office/County** - Knowledge of the organization and structure of the Prince George's County Sheriff's Office (e.g., Bureau of Administration, Court Services, etc.). Knowledge of the Office's Policy System (e.g., General Orders). Knowledge of the Prince George's County Sheriff's Office authority and jurisdiction. Knowledge of the services and resources provided by the Prince George's Sheriff's Office (e.g., CountyClick 311, Domestic Violence Intervention Division, Community Services/Victim Advocate Unit, Positive Day Program). Knowledge of the programs provided by the Prince George's County Sheriff's Office. Knowledge of employee wellness and assistance programs (e.g., Employee Assistance Programs (EAP), Crisis Response Team, employee drug testing).

2. **Knowledge of Administrative and Personnel Policies and Procedures** - Knowledge of the correct documentation for a given situation. Knowledge of the Report Writing Manual and procedures for reviewing and approving reports. Knowledge of training and certification policies and guidelines. Knowledge of grooming and uniform policies and guidelines. Knowledge of Office-issued equipment policies and guidelines. Knowledge of equipment and vehicle maintenance policies and procedures. Knowledge of inspection 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 employee benefits and compensation policies and procedures. Knowledge of employee overtime policies and procedures. 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 Office protocol policies and procedures (e.g., ethics, unbecoming conduct, integrity, attention to duty). Knowledge of 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 grievance procedures. Knowledge of the Union Contracts (e.g., Sworn and Civilian Collective Bargaining Agreement). Knowledge of County Personnel Law. Knowledge of County Administrative Procedures (e.g., use of electronic devices, vehicles, leave).

3. **Knowledge of Office Communication Policies and Procedures** - Knowledge of internal communication procedures (e.g., chain of command). Knowledge of the routine and emergency notification process (e.g., immediate notification, homicide notification). Knowledge of external communication procedures and what information can be shared. Knowledge of the Office's social media policy. Knowledge of policies and procedures guiding media relations (e.g., Media Relations Division). Knowledge of policies and procedures pertaining to communications and radio use (e.g., call signs). Knowledge of policies and procedures for the use of law enforcement databases (e.g., METERS, NCIC, MVA ACRS). Knowledge of policies and procedures guiding police-related records (e.g., criminal history records, juvenile records). Knowledge of policies and procedures for utilizing software (e.g., Starlight, RMS, Microsoft Word, Microsoft Excel, Microsoft Outlook, Internet search engines). Knowledge of policies and guidelines for the use of Mobile Data Terminals (MDT). Knowledge of policies and procedures pertaining to the Computer-Aided Dispatch system (CAD).
4. **Knowledge of Operational Policies and Procedures** - Knowledge of policies and procedures for deputy safety. Knowledge for policies and procedures of basic courtroom security duties. Knowledge of policies and procedures for handling civil processes (e.g., court ordered documents). Knowledge of search and seizure policies and procedures for persons/property. Knowledge of traffic accident investigation policies and procedures (e.g., departmental accident). Knowledge of arrest and detention procedures (e.g., Criminal/Civil Citation, full-custody, warrantless arrest). Knowledge of the Use of Force Continuum and Use of Force policies and procedures. Knowledge of de-escalation techniques. Knowledge of Office-issued weapons policies and procedures. Knowledge of policies and procedures for operating departmental vehicles. Knowledge of policies and procedures for pursuits (e.g., motor vehicle, foot). Knowledge of policies and procedures for handling harassment and domestic violence (e.g., protective orders, temporary protective orders). Knowledge of policies and procedures for handling individuals with mental disorders (e.g., emergency petition service, suicide threats, individuals under the influence of drugs). Knowledge of relevant U.S. case laws and decisions affecting law enforcement.
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 policies and procedures for emergency mobilization. Knowledge of de-escalation techniques for major incidents. 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). Knowledge of policies and procedures for responding to domestic terrorism incidents.

6. **Knowledge of Criminal Investigation Policies and Procedures** - Knowledge of preliminary criminal investigation policies and procedures. Knowledge of policies and procedures for identifying, securing, and protecting a crime scene. Knowledge of policies and procedures for basic interview techniques. Knowledge of policies and procedures for identifying, gathering, and preserving physical evidence. Knowledge of policies and procedures for packaging and submitting property and evidence.
7. **Knowledge of Laws and Prosecution** - Knowledge of the Constitution and Constitutional safeguards. Knowledge of relevant U.S. case laws and decisions affecting law enforcement. Knowledge of applicable governing legislation for the State of Maryland. Knowledge of elements of crimes against persons and the corresponding charges (e.g., Strangulation, Assault, Stalking, Harassment). Knowledge of elements of crimes against property and the corresponding charges (e.g., Malicious Destruction, Trespass on Posted Property). Knowledge of elements of crimes involving health and safety and the corresponding charges (e.g., possession of controlled dangerous substances). Knowledge of elements of crimes involving morals and decency and the corresponding charges. Knowledge of elements of crimes against peace and order and the corresponding charges. Knowledge of elements of crimes against the administration of justice and the corresponding charges.
8. **Knowledge of Community Oriented Policing** - Knowledge of community-based policing procedures and techniques. Knowledge of procedures for building community partnerships. Knowledge of non-biased policing policies and procedures. Knowledge of the Office's citizen complaint process. 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 current events affecting Prince George's County (e.g., County events, crime trends, regional and national issues). Knowledge of general environmental safety (e.g., courthouse facility concerns).
9. **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., supervisory notes, performance assessment form). 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.

10. **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.

11. **Knowledge of Training and Education** - Knowledge of methods and techniques for training employees and the public (e.g., creating training objectives, instructing). Knowledge of general learning principles and how to apply them during training (e.g., auditory, visual). Knowledge of safety considerations related to training (e.g., firearm safety, vest care, driver re-training, Judgement Enhancement Training). Knowledge of the use of instructional tools and props. Knowledge of training programs provided by the County (e.g., computer skills, writing skills, management and supervision skills).

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 SHERIFF'S OFFICE GENERAL ORDERS MANUAL
TITLE: CHIEF ASSISTANT SHERIFF
GENERAL ORDERS: CHAPTER 2, 1-102**

HIGHLIGHTING PRACTICE

2-102 CHIEF ASSISTANT SHERIFF

The Chief Assistant Sheriff is designated as "second in command" as provided for in § 2-309, (r) (2) (I) of the Courts and Judicial Proceedings Article of the Annotated Code of Maryland. The Chief Assistant Sheriff is responsible to fulfill the duties and responsibilities of the Sheriff during periods of absence or incapacitation of the Sheriff².

The Chief Assistant Sheriff is responsible for the day to day operations of the Agency and will have the following duties and responsibilities, in addition to, and/or as enumerated by, the position description for his/her position:

- Provides the Sheriff with timely and complete information regarding priorities, progress, problems, and policies that significantly impact the Agency;
- Makes recommendations to the Sheriff for both long and short-term goals;
- Makes recommendations to the Sheriff for changes in policy and procedures to enhance and improve the effectiveness and efficiency of the Agency;
- Provides direct supervision of the Assistant Sheriffs, Office of Policy Compliance, Inspector General, Public Affairs Division and the Deputy Sheriff's Association President;
- Continually monitors the functions and personnel under the command and control of the position of Chief Assistant Sheriff;
- Authorizes policy documents for inclusion in the Agency Manual on behalf of the Sheriff;

2-102.1 ADMINISTRATIVE ASSISTANT TO THE CHIEF ASSISTANT SHERIFF

This administrative assistant position is a civilian reporting directly to the Chief Assistant Sheriff. This Administrative Assistant provides personal support to the Chief Assistant Sheriff. Examples of some of the duties and responsibilities of the Administrative Assistant to the Chief Assistant Sheriff include:

- Assists the Chief Assistant Sheriff in the research and preparation of reports;
- Reviews and distributes all incoming correspondence addressed to the Chief Assistant

Sheriff and oversees the preparation of all outgoing responses;

- Prepares monthly reports in accordance with the Office of the Sheriff's procedures and forwards to the Chief Administrative Office for Prince George's County.

2-102.2 POLICY COMPLIANCE DIVISION

The Commander, Policy Compliance Division is a sworn member of the Agency. As the position directly responsible for the internal affairs function, the Commander, Policy Compliance Division does have the authority to report directly to the Sheriff³; however; under normal, day-to-day operations, the Commander and his/her staff, reports directly to the Chief Assistant Sheriff and assumes the following duties and responsibilities:

- Administers the investigation and resolution of all cases of alleged misconduct by Agency personnel;
- Maintains all Agency records of complaints against employees, internal investigations, and Use of Force Reports, keeping these records in secure and confidential files;
- Coordinates and provides support for all administrative hearing boards;
- Coordinates and administers the Random Drug Test Program;
- Coordinates and provides support for all emergency suspension hearings;
- Maintains statistical data regarding internal affairs investigations and making recommendations to ensure the fair administration of the disciplinary process;
- Coordinates and/or investigates any incident where an employee is injured when performing his/her duties; or is involved in an automobile accident while operating a county vehicle;
- Conducts and/or reviews any investigation into each use of force incident where a person is seriously injured or death occurs.
- Conducts a documented annual analysis of all written reports of incidents in which agency members have: applied physical, lethal or less lethal force upon another; caused or are

HIGHLIGHTING PRACTICE

alleged to have caused death or injury to another, or, intentionally or unintentionally discharged a firearm⁴. The purpose of this analysis is to determine any patterns or trends that could indicate training needs and/or policy modifications⁵.

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2-102.3 INSPECTORS GENERAL

The Inspector General will conduct formal scheduled inspections of all components of the Office of the Sheriff, excluding the Executive Office of the Sheriff and Office of the Chief Assistant Sheriff. These inspections shall occur as deemed necessary by the Chief Assistant Sheriff. The Inspector General will be responsible for the following:

- Ensures Agency compliance with rules, policies and procedures;
- Coordinates Special Staff Inspections, announced or unannounced, as directed by the Sheriff or Chief Assistant Sheriff on any aspect or issue which relates to the Agency;
- Ensures the EEO laws are fully and successfully implemented within the Agency;
- Resolves any complaints of discrimination and harassment wherever they occur throughout the Agency.

2-102.4 PUBLIC AFFAIRS DIVISION

The Agency Public Affairs Division is directed by the Manager, Public Affairs and Communications, who reports directly to the Chief Assistant Sheriff and is responsible for developing, coordinating, administering, and directing policies relating to all phases of public relations in accordance with the mission, objectives, directives, and policies of the Office of the Sheriff.

The Public Affairs Division is responsible for establishing and maintaining a close working relationship with employees of the Agency, elected officials, the press, the general public, and community groups.

The Public Affairs Division prepares a "Week-in-Advance" calendar detailing agency participation in various community events, public speaking engagements or other public appearances by employees of the agency and distributes the calendar to all Division Commanders, and above.

⁴ CALEA 54.1.3

One Supervisor shall be assigned direct command responsibility over the Public Affairs Division, and, in addition to accountability for command over the Public Affairs Division, the Supervisor will have the following duties and responsibilities:

- Provides the Manager, Public Affairs and Communications with timely and complete information concerning all the activities under control of the Public Affairs Division and any information received having a significant impact upon the Agency, its areas of responsibility, or its operations;
- Provides direct supervision and continually monitors the functions and personnel under the command and control of the Public Affairs Division in order to assure their proper function;
- Makes recommendations to the Manager, Public Affairs and Communications for improvements in policies and procedures in order to enhance the effectiveness and efficiency of the Public Affairs Division;
- Makes recommendations to the Manager, Public Affairs and Communications for development of both long and short-term goals.
- Serves as the agency's spokesperson in the absence of the Manager, Public Affairs and Communications and as directed by the Chief Assistant Sheriff.

Members of the Public Affairs Division will, in addition to duties and responsibilities described in their individual position descriptions, accomplish the following responsibilities:

- Assist news personnel in covering news stories at the scenes of incidents where the Agency has responded and has an ongoing responsibility;
- Maintain an on-call response to news media or Agency personnel for times when newsworthy events might justify this use of resources;
- Prepare and distribute Agency news releases;
- Coordinate news conferences and assist in presentations of information by agency personnel or presents such information, as may be required by circumstances of the instant case;
- Coordinate the release of information concerning victims, witnesses, and suspects,

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 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 SHERIFF’S OFFICE GENERAL ORDERS MANUAL
TITLE: INCIDENT AND FIELD REPORTING SYSTEMS
GENERAL ORDER: CHAPTER 5, 5-101**

NOTE TAKING PRACTICE

5-101 INCIDENT AND FIELD REPORTING SYSTEMS

The purpose of this order is to establish a comprehensive reporting system in order to ensure that a record is made of actions taken by law enforcement personnel, whether in response to a request for service or for self-initiated actions. Specific procedures are also established to ensure that proper action is taken to investigate complaints, evaluate suggestions, and correct deficiencies or refer them to proper authorities for correction.

5-101.1 POLICY

Reporting Requirements

It is the policy of the Office of the Sheriff that every incident reported in one or more of the following categories, if alleged to have occurred in Prince George's County, will be properly documented:

- o Citizen reports of crimes;
- o Citizen complaints;
- o Incidents in which an employee is dispatched or assigned;
- o Criminal and non-criminal cases initiated by Deputies;
- o Incidents involving arrests, citations, or summonses.

Proper documentation may be in the form of a Case Report or may be documented by way of entry into the Agency Computer Aided Dispatch (CAD) or Records Management Systems (RMS) as indicated elsewhere in this Manual.

The Office of the Sheriff for Prince George's County does not normally conduct criminal investigations, but rather refers reports of crimes and citizen complaints to the law enforcement agency with primary responsibility for criminal investigations where the alleged crime occurred.

A unique exception exists in those geographical areas of the County in which the Office of the Sheriff responds to domestic violence emergency 911 calls, as provided for by the Annotated Code of Maryland and existing Memorandum of Understanding with the County governing body.

As such, proper documentation upon referral of reports of crimes or citizen complaints may be in the form of a Case Report or may be documented by way of entry into the Agency Computer Aided Dispatch (CAD) or Records Management Systems (RMS) as indicated elsewhere in this manual.

5-101.2 FIELD REPORTING SYSTEM

There are established specific forms for the field reporting of particular categories of incidents (Attachment 'K'). Other procedures, specific to each individual field report may be referenced elsewhere in this Manual or by other authority along with more detailed guidelines respective to each form and instances requiring submission.

Unless stated otherwise, all reports are to be completed by the reporting employee prior to the end of his/her shift or before securing from secondary employment, if applicable.

All reports are required to be reviewed by a supervisor before the end of the supervisor's shift and prior to submission to the Records Section.

5-101.3 CASE REPORTS

The Office of the Sheriff has developed a Case Report that shall be completed and submitted whenever any of the following incidents occur:

- Any incident resulting in injury or property damage;
- Use of force (see also General Order 7 – 107);
- Any off-duty warrantless arrests (including activities during Secondary Employment);
- Events or activities that are other than routine, or are suspicious in nature, that should be brought to official attention;
- When directed to do so by a supervisor;
- Assistance to other agencies in arrests or searches.

This sub-section would not be applicable under the following circumstances:

- Back up of traffic stops that do not result in the full custody arrest of an individual;
- Activities performed as part of a multi-agency task force;
- Day-to-day fugitive extradition activities.

NOTE TAKING PRACTICE

- Discharge of any firearm for any reason or cause, other than:
- Training or qualification;
- Formal target practice or competitions;
- Testing or maintenance;
- Agency sanctioned demonstrations or competitions;
- Hunting, in accordance with the appropriate game statutes.

- Discharge of any Electronic Control Weapon (ECW) e.g., Taser, for any reason or cause, other than training.

5-101.3.a CASE REPORT PROCEDURES

Case Reports shall be completed according to the RMS Report Writing Manual.

RMS and Call for Service Numbering System

Each incident of law enforcement service, including every Case Report and call for service, requires utilization of an RMS or Call for Service Number. Deputies are assigned a unique and consecutive Call for Service (PP) number for every incident, whether self-initiated or assigned through dispatch. Deputies are assigned a unique and consecutive case number, only when a Case report is to be written, that are computer generated and are given in a format based upon the current year, followed by a consecutive number (example 18-0025612 which represents 2018, and the specific report number- 0025612).

- RMS Number shall be obtained immediately from:
 - Public Safety Communications; or
 - Computer Aided Dispatch Terminal (CAD).

5-101.3.b SUBMISSION OF CASE REPORT

Initial Case Report:

- The reporting member shall complete the initial Case Report and submit the report to his/her supervisor prior to securing from the shift;
- If off duty, the member shall submit the report no later than the end of his/her next scheduled duty day;
- In exceptional circumstances, a supervisor may require an off-duty member to submit the report prior to securing from the incident.

Supervisor's Responsibilities:

Supervisory review is required as the first step in the submission process. Typically, supervisory review is a function of the first line supervisor and is intended to ensure that an incident has been reported consistent with the field-reporting system and/or an assignment has been completed satisfactorily.

The reporting member's supervisor (or on-duty alternate) shall, prior to securing from the shift in which the report is received by the supervisor:

- Review the report for completeness, correctness and accuracy;
- Following initial review, the supervisor (not the reporting member) shall forward a copy of the initial report to the:
 - Teletype and Records Division (TTY), and;
 - Office of Policy Compliance.
- Following initial review, the supervisor shall reject the case report, through workflow, for any necessary re-completion or correction by the reporting member, according to the supervisor's written instructions and/or guidance (pertaining and not limited to: proper grammar; narrative structure; material substance, and/or; the articulation of fact).

Final Case Report:

- The reporting member shall be responsible for typing a final Case Report, conforming to the supervisor's instructions or guidance and prior to securing from the next regularly-assigned shift, post-incident;

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 SHERIFF’S OFFICE GENERAL ORDERS MANUAL
TITLE: MANAGEMENT OF AGENCY ASSETS, PROPERTY, AND EQUIPMENT
GENERAL ORDER: CHAPTER 7, 7-106**

OUTLINING PRACTICE

MANAGEMENT OF AGENCY ASSETS, PROPERTY AND EQUIPMENT

The purpose of this directive is to establish uniform procedures for the management and inventory of assets, to include the reporting of lost or damaged Office of the Sheriff and/or County-owned equipment.

7-106.1 POLICY

It is incumbent upon all members of the Agency to conserve and protect all assets, and resources over which they have control. As integral parts of the Agency's fiscal and asset management system, periodic audits and inventories ensure accountability and efficiency.

7-106.2 DEFINITIONS

Office of the Sheriff Equipment - equipment or parts thereof owned and issued by the Office of the Sheriff, or; equipment or parts thereof issued to the Office of the Sheriff by the Prince George's County Government. This term does not include consumable equipment.

Damage - includes any physical damage. This term does not include malfunction or normal wear.

Loss - includes accidental loss and/or theft.

7-106.3 CLASSES OF PROPERTY /EQUIPMENT

Consumable Items - equipment expected to be expendable, by its type and intended use. Examples include: agency forms, hand cleanser, safety flares, etc.

Equipment – all agency-issued, owned or controlled items designed or intended for repeated use or deployment and not otherwise classified as a fixed asset, consumable item or issued item of uniform wear.

Fixed Assets - equipment items as may be determined by the Office of Central Services (OCS), not acquired by operating lease agreements, and which include:

- Serialized items (bearing any identification number);
- Agency firearms and electronic control weapons (e.g., Tasers);
- Items with an initial acquisition cost of \$5,000 or more and having a usable life of not less than one year, except permanently mounted vehicle equipment;
- Agency computer items (to include hard-drives, monitors, printers, laptops, Mobil Data Terminals (MDT's), and;
- Communications equipment costing \$500.00 or more.

7-106.4 EMPLOYEE RESPONSIBILITIES

Employees are held responsible for their uniforms, motor vehicles, and other equipment issued to them or in the employee's control or possession.

Where it is established that equipment has been damaged or lost through negligence or misuse, replacement of the item(s) may be at the employee's expense. Employees at fault for the careless handling, damage or loss of County property shall be held accountable for the violation(s) and reasonable replacement costs.

Every employee of the Office of the Sheriff will assume personal responsibility for all County property issued to him/her or placed in service for his or her use or convenience.

7-106.5 TRANSFERS AND INVENTORIES OF EQUIPMENT AND FIXED ASSETS

The inventory and transfer of agency fixed assets and other agency equipment shall be coordinated through and managed by the Agency Assets Management Division.

The Agency will conduct annual inventories of fixed assets and document transfer of fixed assets for future inventories. The Agency shall report on fixed assets and/or other capital items, as required by the Office of Central Services, the Office of Information Technology and other governmental agencies with authority with respect to certain types of equipment.

Whenever practical, equipment items or fixed assets listed on completed Requisition / Turn-in Forms, Equipment Custody Receipts or Inventory Control Sheets will be grouped according to item type (e.g., all cameras together; all cell-phones or computer hard-drives together, and; all furniture items together, etc.).

The Agency Manager, Assets Management Division, shall monitor compliance with this General Order and report non-compliance through the Bureau Chief, Bureau of Administration to the Policy Compliance Division, who will direct appropriate disciplinary action.

The Office of Central Services or the Agency Manager, Assets Management Division, may require additional forms and/or alternative distribution procedures to be completed in the transfer of fixed assets or certain equipment items.

OUTLINING PRACTICE

7-106. 5.a Transfers – Equipment and Consumable Items (Non-Fixed Assets)

Whenever any component of the agency or individual employee assumes custody of an item of equipment or consumable items (which is not a fixed asset), the component Commander, civilian Manager or the individual employee shall document the transfer of custody on a Requisition / Turn-in Form, PGC # 1097 (Attachment 'A').

Requisition / Turn-in Forms are to be used to record both long-term and temporary transfers of equipment and consumable items such as the issuance of equipment or uniform items to a Deputy or office supplies to any employee.

Signatures on Requisition / Turn-in Forms will be obtained at the time equipment or consumable items are received.

Distribution of completed Requisition / Turn-in Forms shall be as follows:

- Original: shall be submitted by the form preparer, to the Agency Assets Manager, for forwarding to the appropriate section within the Assets Management Division (i.e., Supply Section, Vehicle Services) or Budget & Finance;
- Copy #1: shall be retained by the component Commander, civilian Manager or the individual employee transferring custody of the item, and;
- Copy #2: shall be retained by the component Commander, civilian Manager or the individual employee receiving custody of the item.

REMAINDER THIS COLUMN LEFT BLANK
INTENTIONALLY

7-106. 5.b Transfers – Fixed Assets

Whenever any component of the agency or individual employee assumes custody of a fixed asset, the component Commander, civilian Manager or the individual employee shall document the transfer of custody on a Equipment Custody Receipt, PGC # 1890 (Attachment 'B').

Equipment Custody Receipts are to be used to record both temporary and long-term transfers of fixed assets. Examples include a Division Commander or supervisor issuing or retrieving a Taser or other fixed asset to or from a Deputy, or; any sworn member turning an agency firearm into the Armorer for repair, etc.).

Signatures on Equipment Custody Receipts will be obtained at the time equipment or fixed asset items are received.

Distribution of completed Equipment Custody Receipts shall be as follows:

- Original: shall be submitted by the form preparer, to the Agency Manager, Assets Management Division
- Copy #1: shall be retained by the component Commander, civilian Manager or the individual employee transferring custody of the fixed asset, and;
- Copy #2: shall be retained by the component Commander, civilian Manager or the individual employee receiving custody of the fixed asset.

REMAINDER THIS COLUMN LEFT BLANK
INTENTIONALLY

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 SHERIFF'S OFFICE GENERAL ORDERS MANUAL
TITLE: OFFICE OF THE SHERIFF
GENERAL ORDER: CHAPTER 2, 2-101**

CREATING ACRONYMS

2-101 OFFICE OF THE SHERIFF¹

The Executive Office of the Sheriff is comprised of the Sheriff; the Executive Assistant to the Sheriff; the Executive Aide to the Sheriff, and; those components of the Agency which report directly to the Sheriff and his/her Executive Staff, instead of through one of the Bureau Chiefs. The functions and duties of these components are outlined and explained in the following sections.

2-101.1 DUTIES AND RESPONSIBILITIES OF THE SHERIFF

The Sheriff is an elected State Official who has duties and responsibilities assigned by the Constitution of the State of Maryland, the Common Law and Statutory Law of the State of Maryland. Duties of the Sheriff are found in the following list.

The Sheriff:

- Is the final authority for all matters of policy; operations, and discipline;
- Establishes orders, rules, and regulations for the administration of the Agency;
- Is the final approval authority for all additions, deletions, or changes to the General Orders Manual (GOM);
- Provides for Agency staffing by presenting requests for funding to the Prince George's County Council and through such other venues as may be appropriate for this purpose;
- Administers funds to accomplish the Agency's goals and objectives;
- Provides for the establishment and maintenance of goals and objectives for the Agency;
- Is the authority for all planning, direction, coordinating, controlling, and staffing activities of the Agency;
- Is architect and approval authority for the Agency's organizational structure;
- Provides for the oversight of the efficiency and effectiveness of all Agency operations and functions;

- Provides direction to maintain all Agency functions and operations within the framework provided by law;
- Establishes the various duties and responsibilities for components of the Agency and its employees;
- Provides training and leadership to employees in order to accomplish the goals and objectives of the Agency;
- Provides for the maintenance of cordial and effective relationships between the Agency and other government agencies, political entities, the business community, civic organizations and the citizens;
- Establishes standards of performance and moral character for the Agency's employees.

2-101.2 EXECUTIVE ASSISTANT TO THE SHERIFF

The Executive Assistant to the Sheriff is a civilian position reporting directly to the Sheriff. The Executive Assistant to the Sheriff provides personal support to the Sheriff in carrying out the Sheriff's daily activities. Examples of some of the Executive Assistant to the Sheriff's responsibilities include:

- Assists the Sheriff in the research and preparation of reports;
- Represents the Sheriff at meetings;
- Reviews and distributes all correspondence directed to the Sheriff and oversees the preparation of all outgoing responses;
- Attends various functions and makes presentations on behalf of the Agency or the Sheriff.

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 SHERIFF'S OFFICE GENERAL ORDERS MANUAL
TITLE: HARASSMENT AND SEXUAL HARASSMENT
GENERAL ORDER: CHAPTER 1, 1-108**

RETRIEVAL PRACTICE

1-108 HARASSMENT AND SEXUAL HARASSMENT

The purpose of this order is to establish guidelines and procedures for all Office of the Sheriff Personnel pertaining to harassment and sexual harassment. The Office of the Sheriff will maintain a working environment in which all employees are provided courteous and fair treatment, and the opportunity to perform their duties free of all forms of workplace harassment, including sexual harassment.

1-108.1 POLICY

All employees of the Prince George's County Office of the Sheriff are required to comply with the procedures as set forth in this general order. Employees shall avoid situations which involve actual or apparent harassment and/or sexual harassment. Harassment of all kinds, undermines the integrity of employee relationships, lowers morale, interferes with the efficiency of the organization, and may result in civil rights violation suits and/or disciplinary actions.

Supervisors shall ensure the workplace has an environment free from harassment of all types including, but not limited to sexual harassment, and harassment based on race, national origin, religion, sexual orientation, color, age, disability, gender, or any other prejudice. Supervisors shall take prompt and appropriate corrective action when they observe or are made aware of conduct that may be interpreted as harassment or sexual harassment regardless of an informal or formal complaint.

Any substantiated violation of this general order will be investigated, and the violator will be subject to appropriate disciplinary action.

There shall be no retaliation against any employee or citizen for filing a harassment or sexual harassment complaint, or for assisting, testifying, or participation in an inquiry or investigation of such a complaint. During an investigation, nothing precludes employees from invoking their rights as afforded by contract, law or contacting a higher authority.

When employees, other than victims, become aware of any conduct believed to be harassment or sexual harassment or discrimination, whether or not the conduct is directed at them, witnessed by them, or related to them by another employee, they shall report the incident to their supervisor.

1-108.2 DEFINITIONS

Arbitrary Discrimination – is an action or activity that unlawfully or unjustly results in unequal treatment of persons or groups based on race, national origin, religion, sexual orientation, color, age, disability, or gender. Arbitrary discrimination can include action or inaction based upon **prejudice, stereotyping, or racism** and can exist in the following formats:

- **Disparaging Terms** – are words used to degrade or infer negative connotations pertaining to age, color, national origin, sexual orientation, race, ethnic group, religion, gender, or disability. Such terms may include slurs, symbols, posters, or insignia.
- **Personal Discrimination** – is any action taken by an individual to deprive a person or group of a right because of age, color, national origin, sexual orientation, race, ethnic group, religion, gender, disability, or any other prejudice. Such discrimination can occur overtly, covertly, by an act, or by an omission.

Equal Employment Opportunity (EEO)

Coordinator – that individual within the Agency who has been assigned the responsibility to administer the provisions of this section. The EEO Coordinator is responsible to ensure that EEO law is fully and successfully implemented within the Agency. The EEO Coordinator is responsible for resolving complaints of discrimination and harassment wherever they may occur throughout the Agency.

Harassment – is unwelcome or unsolicited verbal or physical conduct that is sufficiently severe or pervasive that it interferes with an employee's job performance or creates an intimidating, hostile or offensive working environment. Harassment based on race, religion, color, national origin, age, sexual orientation, gender or disability violates Prince George's County Government's policy and will not be tolerated. Harassment can arise when unwelcome and offensive comments or conduct are directed at an individual, as well as when such comments and conduct are made in the workplace generally such that they create a hostile or offensive working environment for an individual.

Prejudice – is any set of rigid and/or unfavorable attitudes toward a particular group or groups which is formed with disregard for facts, e.g., an unsupported judgment, usually accompanied by disapproval.

Racism – is the incorrect assumption that a race determines specific cultural and psychological traits, with the belief that one race is superior to another. This belief of racial superiority allows discrimination to

RETRIEVAL PRACTICE

exist when dealing with other races believed to be inferior.

Sexual Harassment – is defined as unwelcome or unsolicited sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creating an intimidating, hostile or offensive working environment. Sexual harassment can arise when unwelcome and offensive comments or conduct are directed at an individual, as well as when such comments or conduct are made in the workplace generally such that they create a hostile or offensive working environment for an individual. This conduct may include these forms:

- **Verbal** - innuendoes, slurs, suggestive comments, jokes, propositions, or threats;
- **Non-Verbal** – suggestive objects, pictures, suggestive or insulting sounds, whistling, or obscene gestures;
- **Physical** – includes touching, pinching, brushing the body, or assault.

Stereotype - is a preconceived or oversimplified generalization involving negative beliefs about a particular group or class of people. Negative stereotypes are frequently the basis for prejudicial attitudes and beliefs. Stereotyping overlooks people as individuals and categorizes them as members of a group that all think, act, and behave in the same manner and fashion.

1-108.3 PROCEDURE

All employees will share in the responsibility of creating a work environment that is free from discrimination, insults, intimidation and other forms of harassment. Harassment based on race, religion, color, national origin, age, sexual orientation, disability or gender is in violation of this general order and will not be tolerated in the workplace.

1-108.4 COMPLAINT AND INVESTIGATION

As a means of providing its employees with a work environment that is free from harassment and sexual harassment, the Office of the Sheriff has established procedures for handling these complaints:

- When an employee observes behavior or finds a casual remark to be offensive, the employee should report the allegation of harassment and/or sexual harassment no later than thirty (30) days after the last alleged incident of harassment/sexual harassment to the designated agency coordinator. Whenever an employee alleges that a coordinator is involved in the harassment allegation(s), the employee should report his/her allegations to the Personnel Officer;
- **Complaint Procedures** – to initiate the resolution of a complaint, the employee shall make arrangements with either the EEO Coordinator or the Personnel Officer to pickup an EEOC Complaint Form (Attachment). The employee shall complete the form and return it as soon as possible;
- **Screening Procedures** – upon receipt of the complaint, the EEO Coordinator shall schedule an appointment with the employee. At the screening appointment, the EEO Coordinator shall discuss with the employee, the complaint and a method of resolution;
- **Resolution Procedures** – the options available to the EEO Coordinator for resolution of complaints are:
 - (1) Handle informally
 - (2) Conduct an investigation
 - (3) Assign for investigation
- **Final Determination Procedures** – the EEO Coordinator shall notify the employee and appropriate management officials in person, by mail, or by memo of the outcome of the complaint.

ATTACHMENT: EEOC Complaint Form

REFERENCES: Civil Rights Act of 1964
Executive Order No. 60-1995
Executive Order No. 61-1995
Personnel Law
Administrative Procedure 221
EEO Act of 1972

RETRIEVAL PRACTICE

1. According to the General Orders Manual, which of the following is a form of non-verbal sexual harassment?
 - A. Touching
 - B. Obscene gestures
 - C. Slurs
 - D. Innuendos

2. According to the General Orders Manual, arbitrary discrimination can include actions or inactions based upon prejudice, stereotyping, or:
 - A. harassment.
 - B. in-group socialization.
 - C. racism.
 - D. NONE OF THE ABOVE

**Answers are found in Appendix A.

MULTIPLE-CHOICE QUESTION FORMATS

The Deputy 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 Sheriff's Office and that all events occur within the jurisdictional boundaries covered by the Prince George's County Sheriff's Office.

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 SHERIFF'S OFFICE GENERAL ORDERS 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:

According to the General Orders Manual, _____ is the hierarchy of authority that extends from the top to the bottom of the organization.

- A. Span of Control
- B. Authority Command
- C. Seniority Order
- D. Chain of Command

Factual:

According to the General Orders Manual, the use of lethal force is justifiable when lesser force is insufficient to accomplish a lawful purpose and may be used in circumstances such as:

- A. self-defense.
- B. defending another person from death.
- C. maintaining the custody of any dangerous person threatening a use of deadly force.
- D. ALL OF THE ABOVE

MULTIPLE CHOICE QUESTION FORMATS

Situational:

A deputy is involved in an accident that occurred while driving a County vehicle. According to the General Orders Manual, which of the following actions should his/her supervisor complete prior to the end of his/her shift?

- A. Notify Public Safety Communications via radio of the location of the accident
- B. Complete a Vehicle Accident Report Form
- C. Investigate to determine fault and cause by obtaining photographs of the scene
- D. The supervisor is not responsible for completing any actions on behalf of the deputy

GENERAL TEST TAKING TIPS

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

- **Assume you are a Deputy 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 Deputy 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

The Multiple-Choice Exam will be held on Saturday, September 24, 2022. Follow all report times and instructions included in the candidate announcement.

Registration

Be prompt. Late arrivals will not be permitted without authorization from OHRM, the Sheriff, or his designee. You must have your Sheriff's Office photo identification card for registration.

Dress Code

Follow any PGSO announced guidelines regarding the dress code.

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 watch, or any other electronic device to the examination site.

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

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

APPENDIX A

Answers to questions for “Retrieval Practice”:

1. B (Source: General Orders Manual, Chapter 1, Harassment and Sexual Harassment, Section 1-108.2, Definitions, Sexual Harassment)
2. C (Source: General Orders Manual, Chapter 1, Harassment and Sexual Harassment, Section 1-108.2, Definitions, Arbitrary Discrimination)