Written Job-Knowledge Examination Study Guide for the rank of

Corporal

in the

Prince George's County Police Department

2026

INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

NOTICE: A limited license is granted by Prince George's County only to individual persons taking the 2026 Written Examination of the Corporal Promotional Process to make one copy of this study guide for their use for study purposes only. Any other person who seeks to make or display a copy or copies of this guide for any additional or other use must apply in writing to the Prince George's County Office of Human Resource Management for permission to make such use of this guide pursuant to a written license from the Prince George's County Office of Human Resource Management. Such permission may be granted and such use may be allowed by Prince George's County pursuant to the terms of a written license, but only to the extent set forth in such license and only for such additional use(s). The sale or resale of a copy or copies of this guide without the express written permission of Prince George's County is strictly prohibited.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

I/O Solutions PGPD 2026 Promotional Processes Orientation—Information About Accessing the Content

The corporal rank will have a written examination orientation only. The recorded orientations will be hosted by IOS, via a secure online portal. You will need to read the information below and retain this information to access these orientations. The online orientations allow you to view this information when you wish (at your own pace), rewatch information, etc.

The written examination orientation videos will be available for viewing by **Thursday, July 23rd, 2026** at 0900 (ET). The web landing page will include two (2) separate video segments (Videos 1 and 2) for the written examination—one lasting approximately 40 minutes and another more specific orientation segment lasting approximately 20 minutes.

Please note that the PGPD orientation sessions are for exclusive use by candidates meeting the eligibility requirements for the 2026 PGPD promotional process to the rank of corporal, as well as other authorized PGPD personnel (i.e., authorized executive staff of PGPD). No one else is authorized to view the material—doing so is a violation of IOS' copyrighted material, a violation of examination integrity and represents an ethical breach within this promotional process. Please note that the orientation is voluntary.

To access the orientation videos, use the following link to the web landing page—note, it will not be accessible until the date above: https://orientations.iosolutions.com/

This link will take you to a home page—you will need to sign-in with a pre-determined username and password designated specifically for authorized eligible candidates.

The username is: PGPDCPL26 The password is: FALLPGC2026PGPD

Once you sign-in using this username and password, you will be directed to enter your first name, last name, e-mail address (work e-mail), and phone number. The phone number is not verified, so it does not matter the phone number you input. You will also be asked to conduct another standard verification. Please be sure to input your name and e-mail the same way each time you log-in or access may be denied.

You may log in multiple times. To protect the proprietary material, you may only stream the orientation (downloads are locked) and may only view the material (no recording, no sharing of content, etc.). Be sure to keep this username/password information, though your browser may allow you to save this information. Please note that the written examination orientation videos will be removed from the web landing page on **Sunday, October 25th, 2026** at 1300 (ET).

Follow-up Questions Related to the Orientation Content

In a live orientation, candidates have structured opportunities to ask follow-up questions. To mimic this structure, you will be allowed to submit follow-up questions to IOS. You may do so by e-mailing IOS at pgc@iosolutions.com. In the e-mail's subject line, put PGPD WE Orientation Question – [your testing rank]—this will allow the e-mail to be routed appropriately. In the body of your e-mail, you may ask your question(s).

- Questions regarding the written exam are due by 1700 (ET) on **Friday, September 25th, 2026**. IOS will draft responses to any questions related to the written examination and send them to OHRM. OHRM will then send out the responses to the questions the week of **September 27th, 2026**.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Table of Contents

Introduction **5**

Contents of This Guide **7**

Development of the Written Job-Knowledge Examination **9**

Overview and Details Related to the Written Job-Knowledge-Based Examination **11**

Format, Structure and Organization of the Written Examination 11

General Question Types 11

Preparation Strategies Commonly Employed **14**

Read the Material 14

Take Notes 15

Study with a Partner/Group 16

Answer Practice Questions 17

Keep Studying the Material 18

Keep Yourself Organized 19

Schedule Time to Study 19

Develop a Study Plan 20

Set Realistic Goals 22

SQ3R Study Method 22

Memorization 23

Studying with a Partner 24

Group Study Method 24

Individual Study 26

Written Examination—General Procedures **27**

Using the Test Answer Sheet 27

Basic Rules Governing the Testing Process 28

Key Considerations Related to the Written Examination **30**

Strategies and Tips for the Day of the Examination **31**

Final Recommendations Concerning your Preparation **34**

Preparation for the examination 34

Your physical well-being 34

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Arrive early 34
Confidence 34
Attitude 35
Appendix A: List of Job-Related Tasks for Corporal 36
Appendix B: List of Essential Knowledge, Skill, Ability, and Other Characteristics Areas for Corporal 41
Appendix C: Brief Practice Test 50
Appendix D: Practice Test Answer Key 53

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Introduction

Welcome to the 2026 Corporal written examination study guide for the Prince George's County Police Department. The promotional process consists of one part, a written job-knowledge examination. In Fall 2026, a written job-knowledge examination will be administered. The primary purpose of this written examination is to evaluate the job knowledge of current applicants. This is done to determine whether such individuals have the requisite degree of job knowledge required to perform adequately if promoted to the rank of Corporal within the Prince George's County Police Department.

Industrial/Organizational Solutions, Inc. (IOS herein and often known as I/O Solutions) has been retained to develop the promotional process for the rank of Corporal within the Prince George's County Police Department (PGPD, herein). IOS is a public safety consulting firm located in the suburban Chicago area. The firm works exclusively with public safety clients (e.g., fire service, police departments, sheriff's departments, correctional facilities, etc.) to develop, validate, and implement promotional and entry-level selection processes. Our clients have included the Houston Police and Fire Department, San Antonio Police and Fire Department, Austin Police and Fire Department, Dallas Police and Fire Department, Fort Worth Police and Fire Department, Arlington, TX Fire Department, Tulsa Police and Fire Department, Oklahoma City Police Department, Omaha Police and Fire Department, St. Louis Police Department, Cleveland Police Department, Cincinnati Police and Fire Department, Chicago Police and Fire Department, Milwaukee Fire Department, Detroit Police Department, Minneapolis Police Department, Indianapolis Police and Fire Department, Pittsburgh Police & Fire Department, Buffalo Police and Fire Department, Baltimore Police and Fire Department, Washington D.C. Fire Department, Virginia Beach Police and Fire Department, Raleigh Police Department, Charlotte Police and Fire Department, New Orleans Police Department, Nashville Police and Fire Department, Atlanta Police Department, Jacksonville Police Department, Miami Police and Fire Department, Denver Police Department, Albuquerque Police and Fire Department, San Diego Police and Fire Department, Anaheim Police and Fire Department, San

Francisco Police and Fire Department, San Jose Fire Department, Portland Police and Fire Department and many, many others.

IOS has several goals in developing a written promotional examination for Prince George's County. First and foremost, the examination must be valid, fair, and legally defensible. A valid examination is **job relevant** to the department and position in question, measures the critical knowledge necessary for promotion, and aids the department in selecting highly qualified individuals for promotion. Also, the process conforms to appropriate legal guidelines regarding the selection and testing of candidates. In addition, the promotional process should treat all candidates with dignity and respect and should contain rules that are fairly and equitably applied.

The purpose of this study guide is to aid you in preparing for the written job-knowledge-based examination. It should be noted that there is no substitute for reading and studying the reading lists. That said, we recommend you follow the guidelines and use the tips provided within this study guide to help prepare for the written examination.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Contents of This Guide

This study guide has been prepared to introduce you to the written job-knowledge promotional examination for the Prince George's County Police Department. The first thing you can do to prepare for the written examination is to read this study guide. This guide will familiarize you with the written examination process and provide you with important information to structure and guide your preparation. The sections that this guide will cover include:

- Development of the Job Knowledge-Based Written Examination
- Overview and Details Related to the Written Job-Knowledge Based Examination
- Preparation Strategies Commonly Employed
- Written Examination—General Procedures
- Key Consideration Related to the Written Examination
- Strategies and Tips for the Day of the Written Examination
- Final Recommendations Concerning your Preparation

This study guide also includes the following resources as appendices that contain important information about the Corporal job and other critical materials to help you prepare for the Corporal written examination:

- **Appendix A** contains a list of important job tasks for the Corporal rank. This list of critical job tasks was prepared in conjunction with the job analysis process completed in winter of 2023-2024.
- **Appendix B** contains a list of knowledge, skills and ability areas that are important for the Corporal rank. Similar to above, this list was prepared from the recent job analysis study.
- **Appendix C** contains a short practice test to allow you to see the types of items you might encounter in the written examination and to allow you to "practice" on such material.
- **Appendix D** contains the answer key for the short practice test.

The information contained in Appendices A and B is based on extensive job analyses conducted for the Corporal position within the PGPD. This job analysis included the following steps: 1) a review of key materials and previous job analysis findings, 2) job analysis interviews with both incumbent Corporals and supervisors of the Corporal rank (i.e., Sergeants), 3) job observations with incumbent Corporals, 4) the compilation of key tasks, knowledge areas, skills, abilities and other characteristics related to the role, 5) the creation of a two-part questionnaire—one focusing on the evaluation of job tasks and knowledge, skills, abilities, and other characteristics (shortened as KSAOs) related to the position and the other section focusing and the linkage of such KSAOs to task groups derived from the job task list, 6) an administration of the questionnaire to a sample of job incumbents within PGPD, 7) the analysis of data from both questionnaires, and 8) the preparation of such information and review of job analysis findings with a core group of command-level SMEs within PGPD. You should review Appendices A and B to become familiar with the job of a Corporal within the PGPD, as this information will serve as the foundation of the testing process (the job-knowledge-based written examination).

Reading list for the job-knowledge examination was provided to you by the department. Please refer to the reading list put out by the department. The reading list contains the totality of the study material that will form the basis of the written job-knowledge-based examination. Be careful to note that the source material includes the content in effect as of July 15, 2026. Therefore, in the event that an order (or other item) listed for study for the written examination is revised/updated, test takers should use the version dated as of July 15, 2026 for review and preparation.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Development of the Written Job-Knowledge Examination

The Written Job-Knowledge Examination is meant to evaluate the extent of your job knowledge, as applicable to the rank of Corporal in the PGPD. The foundation for all test development efforts is the recently completed job analysis study. This study identified critical job duty areas, tasks, knowledge, skills, abilities, and other characteristics.

The recently completed job analysis study provides a foundation for written examination development efforts, specifically. In particular, the findings related to knowledge areas and critical tasks are especially relevant for the development of the written examination content. At the onset of the written examination test development, an evaluation was made of potential source material as this would outline the body of knowledge necessary for measuring critical knowledge identified within the job analysis study. Consideration was given to how the source materials are typically used on the job as a Corporal. As a result, the material has been identified for a recall written examination (i.e., recalled without the assistance of the source material).

Efforts were made to reduce the reading list to the most important materials by evaluating the importance of various orders (and other specific content), whether the information was required upon promotion, what was measured by specific content, whether the material should be "known" or if it could be referenced. After this evaluation process, important source materials were placed on the reading list as alluded to above. For the written job-knowledge based examination, questions will only be drawn from the identified source material (as constituted on the reading lists).

At the time of writing, IOS is in the process of developing written examination item content based on various sources of input and job analysis information. IOS employs a highly experienced team of full-time technical writing specialists. These individuals draft item content for all custom promotional written examinations developed by the firm. IOS writes approximately 150-160 custom written job-knowledge examinations per year and has done so for over 20 years. As a result, our team has created approximately 3,000 unique written examinations over the years.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

IOS is working with a limited group of internal PGPD subject matter experts or SMEs on the written examination development. This limited group of SMEs met in the spring of 2026 to provide input into the written examination and other aspects of the promotional process. Test items are also reviewed to ensure consistency with any source material updates applicable to the Fall 2026 written examination.

The process described herein allows for a written examination that is appropriate to the job and rank in question, highly job relevant, measures critical knowledge required of Corporals and provides for a high-degree of input, confidentiality/security, and quality-control procedures.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Overview and Details Related to the Written Job-Knowledge-Based Examination

The forthcoming job-knowledge-based examination will consist of multiple-choice questions drawn from the pre-specified study materials (i.e., study materials listed on the examination reading lists); the questions will cover material that is deemed important for successful performance on the job as a Corporal.

Format, Structure and Organization of the Written Examination

The items in this particular written examination will be multiple-choice. There will be four response options, with three distracters (i.e., incorrect responses) and one correct response option. The examination will be a source referenced job-knowledge examination as opposed to a situational-judgment test. As such, the correct answer will be drawn directly from the source material. In many cases, the correct answer will use the exact same language as is contained within the reading list source material. This is done for the sake of clarity and for fairness and defensibility of the items.

Consider that questions in the examination will be organized by the source that the question was drawn from. A bolded header will introduce each subsection of the examination and the source that the items in that subsection were written from. Items then are correct according to the source that they were drawn from. This may help provide you with appropriate context to better answer an examination question.

General Question Types

In general, IOS writes two basic "types" of questions. Questions can often be considered to employ a "Direct" questioning approach or employ a "Scenario-based" approach. Some scenario-based questions utilize a simple or basic scenario, whereas others may require more information in the scenario to aid in your understanding of the nature of the question.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Either way, you will have to use the information available to you within a given question to determine what the correct answer will entail. A basic example of a "Direct" style question and "Scenario-based" question are contained below. Please note that these examples were obtained from previous content and may not reflect current operations—they are simply provided to aid in your understanding of how the questions may be depicted. The questions presented here are for illustrative purposes to help you understand how these questions could be written from similar material. On your examination, there will be a range of difficulty of the questions that will be included. Also, the length of the question stems and response options will vary in length on your examination. Questions that are more complex may require lengthier stems or response options.

Direct-Style Question

Eyewitness identification and description are regarded to be the most _____ form of evidence due to the fact that human perception and memory are _____ functions.

a. reliable; selective
b. accurate; constructive
c. valid; focused
d. unreliable; selective

Eyewitness descriptions are not considered to be very reliable forms of evidence in criminal proceedings. If you know that eyewitness descriptions are unreliable, you have a good chance of answering this question correctly. In order to fill in the first blank, you must find a word that indicates that eyewitness descriptions are unreliable, inaccurate or "flawed." You can immediately eliminate answer options "a," "b" and "c" because these imply the opposite concerning the reliability of eyewitness descriptions. You are left with answer option "d," which indicates that eyewitness descriptions are "unreliable" and that this is caused by "selective" memory functions. This answer makes the most sense and is therefore the correct answer.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Scenario-Based Question

Cody Smith is 15 years old and is arrested for a bondable misdemeanor offense. Cody had been convicted previously as an adult for aggravated criminal sexual assault. How should the officers proceed with custody of Cody?

a. Proceed to process Cody as an adult.
b. Contact the Special Victim Unit (SVU) for referral to juvenile court.
c. Transport Cody to the Juvenile Probation Department for processing.
d. Contact Special Victim Unit (SVU) for a formal station adjustment.

For the scenario-based question above, the scenario included contains few details. More detailed scenario-based questions may be employed when we feel it is necessary to provide additional information and context. To answer this question, you would recall what the referenced source for this item and section of the exam stated about age, bondable misdemeanor offenses, and previous adult conviction(s) and what the source stated officers should do in the situation provided.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Preparation Strategies Commonly Employed

It will be absolutely necessary to thoroughly read and review all examination source materials and study for the examination to increase your chances of performing well. There are many proven methods of study that can enhance your performance when applied appropriately. It should be noted that different methods work better for certain individuals. The following provides a few brief suggestions on methods of preparation for the examination.

Read the Material

It is critical for candidates to read all of the study material thoroughly. One goal in the test development process is to identify the relevant job knowledge someone needs upon promotion. Therefore, this study material was chosen by subject matter experts within your department to target critical job-knowledge areas associated with successful performance. Subsequently, IOS develops all examination questions directly from the identified source material. Thus, becoming familiar with the source material can significantly improve your examination score.

Many candidates simply fail to read (or study) the examination source material and conduct little or no preparation for the written examination. IOS has conducted extensive research on the relationship between candidate study habits and test performance. The single greatest factor impacting candidate performance is examination preparation. In particular, simply reading the source material has a substantial impact on test performance. In our research, candidates who simply read the examination source material pass the examination (when a cut score is utilized) at a rate of 80%. In contrast, those candidates who fail to read the source material pass at a rate of 30%. Therefore, reading the examination source material can put you in a position to be successful depending on the specifics of your promotional process!

To perform "well", you may need to read through the source material more than once and do more than just read the source material. Consider the following steps as well.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Take Notes

Many individuals find it helpful to take notes on important material during the course of their reading. With this method, you can put the author's ideas into your own words, which will be easier for you to recall at a later date. Another similar study method involves making "flashcards" on 3" x 5" note cards. The goal of either method is to condense the amount of reading material to the most important and relevant aspects of the source. Your goal should be to make this material understandable. For example, read a section of policy/orders and take some time to decipher the meaning. Then, explain the nature and meaning of the policy/order in your notes or flashcards. With either method, you should be prepared to spend some time studying the notes or flashcards in the weeks prior to the examination.

When reading the source materials, you may also want to highlight information that you think is particularly important with a highlighter/marker. Later, as the examination date approaches, you can review the highlighted material. If done properly, this method could supplant note taking and will take far less time than preparing notes or flashcards. Also, as item content is often drafted using the same language/phrasing as your source material (for clarity and fairness), this method ties the material more directly to the potential item content.

You should consider the amount of time you invest in either preparing note-cards or highlighting material. Preparing note-cards often will add significant time to your preparation. For example, if it would normally take 1 hour to read material (say, a chapter), it might take two hours and 30 minutes to three hours to read the material and create note-cards/notes from your reading.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

If you have invested this significant time in your preparation, it is critically important that you are able to reap the benefits of this time investment. To do so, you must complete this process well in advance of the examination and have ample time to devote to reviewing and studying your notes or note cards. For example, consider that in a given test it might have taken 40 hours to read through all the source material, but instead took 100-120 hours to read through the source material and make note cards. If you ended this preparation two weeks out from the examination and only devoted another 40 hours to reading through your notes/note-cards, your time was likely not well allocated. You might have been better off simply reading through the source materials multiple times. The point is that you need to allow enough time to work with and absorb the study material you created during this process!

Study with a Partner/Group

Many individuals find it helpful to study with a partner or group of individuals who are also preparing for the examination. This way you can discuss the material with them, determine what the most important material is and analyze difficult concepts. In addition, study groups can divide duties and prepare brief summaries on the reading material to share with other group members. You might try preparing brief summaries or having various group members describe a particular issue or section of the reading material in an informal presentation. Explaining and describing material to others is a great way to learn the material yourself! In some instances, groups divide up note-taking responsibilities or the creation of note-cards. Then, you would simply read through this particular material and use the study materials created by other group members during the course of your subsequent study period. Of course, you will need to be comfortable using study aids and materials prepared by others when using this approach. If you find that you cannot internalize materials created by others, this approach may not be for you.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

If you have found that you study most effectively by yourself in the past, then try to limit the amount of time you will spend studying with a partner or group. If on the other hand you have found that studying with others helps you quite a bit, then form a study group with other people who are taking this examination. You may find that forming a study group has another important benefit—your commitment to studying may increase (you do not want to let your team down) and thus you may be more focused and motivated in your efforts!

Answer Practice Questions

Take time to complete practice items. If you find that you need "practice", there are several other methods of preparation to help you in answering examination questions. For example, if the source material has "questions for review" at the end of each chapter (e.g., when an examination includes a textbook, or similar source type), you might try to answer these questions immediately after reading the material. If your reading list content differs from this type of source material (i.e., textbook-style material), you might institute similar strategies where you preview the source material prior to reading and jot down questions you might expect to be answered within the policy or similar material. In addition, once you have completed a section of material, you can review the material and try to determine what questions might be asked of you on a written examination. You should be able to answer these questions once you have read the material.

If you have assembled a study group, you can prepare practice questions as part of your group efforts. There is no need to focus on the specifics of item construction. You can simply create basic test questions with a single correct answer and multiple response options. Most of the examination questions will follow this basic structure. If your study group has divided up the test content for analysis, you can ask individuals to develop practice questions for their area of focus.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

This study guide will have a brief example test included in the subsequent appendices. You should review this source material and then attempt to answer the questions related to this material—we choose source material excluded for the written examination so as not to overlap with our existing content. It might be prudent to attempt to answer the questions before you begin studying for the examination. You can then document your initial score. Then, after reviewing the source material, you should take this brief practice test again to see if your performance has improved. It should!

Keep Studying the Material

This may seem rather evident, but there are two steps to studying. First, you must read the material. Then, you must review the material at a later time. While we often call the entire process "studying", this review phase is really at the heart of the study period. This may involve reviewing notes and/or highlighted portions of the material, creating and reviewing flashcards, conducting group study sessions, or completely re-reading the source material. Regardless, there should be at least one review of the material to gain understanding and help with recall when the actual examination occurs. As mentioned, if you spend time taking notes, making flashcards, or highlighting during your initial reading/study phase, you should then spend time reviewing this material before the examination. For example, if you choose to highlight important material, you should spend some time in the weeks before the examination reviewing the highlighted passages. This may involve reading the highlighted sections several times.

One common mistake that occurs on occasion results when candidates spend a great deal of time preparing notes or flashcards and then misallocate their preparation time and do not allow enough time to review this important material. You should look at the development of these materials as an investment you made. You must allow for time at the end of the study period to recoup the cost of your investment (i.e., your time) such that you spend time reviewing this important material.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Keep Yourself Organized

Once all of the reading materials have been collected, you will have a lot of information to sift through. In order to keep track of all of these materials, organization will be key. To help with organization, follow these guidelines. They will help you compile the information into meaningful groups.

1. If you plan to print out the materials, put all the materials in front of you and begin separating them by topic. For example, put all response procedure related materials in one pile and all policy related materials in another pile. Group the materials in whatever way is most meaningful and helpful to you.
2. If you plan on solely preparing from electronic sources, be sure to consider similar organizational systems and what works best for you in this domain.
3. Find some method to hold these materials in their respective groups or electronic folders. For printed material, this can be a large binder or folder.
4. On each folder create a table of contents. This will make it easier to find what you are looking for.
5. Use bookmarks, tabs, or sticky notes to mark specific information you wish to reference (printed source materials).
6. If you remove a piece of material make sure to replace it or update your table of contents to reflect the move.

Schedule Time to Study

Now that you have set your goals and organized your materials, it is time to create a schedule for yourself. This schedule will keep you on track and help keep yourself accountable for your progress.

Here are some steps for creating a successful schedule:

- Make your schedule practical! Many people will set an unrealistic timeline and then become discouraged when they cannot make the deadlines.
- Allow yourself enough time to study each topic.
- Prioritize. Start with the most challenging and important topics.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

- Schedule short but frequent study times. Try to keep blocks of study time to two (2) hours or less per session. If you need to devote longer periods to ensure that you study, be sure to take breaks to avoid burnout or diminished retention.
- If you are planning to study with a group, make sure to create a schedule that everyone can adhere to.

Develop a Study Plan

It is in your best interest to use the entire study period to prepare for the examination – this means beginning your preparations immediately! Typically, a candidate will use the initial portion of the study period to read the material and highlight, take notes or make flashcards. Typically, candidates can read 15-30 pages of common department policy content or textbook-style content in an hour. In contrast, candidates can usually read approximately 10-20 pages of highly technical material in an hour (i.e., contracts, law, etc.). Highlighting usually does not add any significant time to the reading period, although taking notes and/or developing flashcards can add a significant amount of time. Taking detailed notes will probably slow an individual to approximately 10-20 pages per hour (i.e., for policy/procedural content). While this process may slow your progress through the material, good notes can be invaluable to the study process.

You should estimate the overall time it will take to read all of the source materials for the examination and then plan your study process accordingly. For example, you may determine that you have approximately 800 pages of department policy/orders to read and 450 pages of highly technical material. You might estimate that you can read 25 pages of policy/orders per hour and approximately 15 pages of the technical material per hour. Thus, you estimate that you will need to spend approximately 62 hours to simply read the source material (note your estimate will differ based on the specific examination and reading material). In addition, you have decided you will highlight relevant material and make flashcards on critical information. You estimate that the time to progress through all of the source material and create the flashcards will increase the reading/study period by approximately 150 percent. Therefore, you determine it will take approximately 155 hours to read, highlight and take notes on all of the source material (62 hours to simply read and

another 93 hours to take detailed notes and create the flashcards). If you spend the first eight weeks reading the source material and preparing these materials, you will have to spend approximately 20 hours per week on your preparation. You might decide to devote two (2) off-days per week to examination preparation, such that you nearly spend a full day reading and preparing materials for your study and review. You might then decide to spend another day or two preparing for a few hours each day. You should modify this accordingly based on your own timeline and the estimated amount of reading material you must process.

Finally, you should spend some time studying the material before the examination. It is critically important to use the last portion before the examination to review the material thoroughly, study and memorize critical facts. During this time period, you may increase your preparation to 2-3 days per week devoted to the examination.

For example, assuming you have approximately 90 days to study, this would mean you would have the last 4-5 weeks to study the material you have read. In this example, you might increase your study time to 25 hours in the last 1/3 of your preparation period. You would then spend another 110 hours or so in reviewing the material prepared during the first phase of preparation.

The study plan outlined above represents a reasonable plan for what might be required of you to obtain an "acceptable" score. In a competitive process, such a study plan for an "average test-taker" may not result in a score sufficient enough to be promoted in the promotional process. Thus, you may need to do more to prepare for this type of examination! Ultimately, the decision on how much time to use in preparing for the examination will rest with you, based on your motivation and comfort level.

Do note that the written job-knowledge examination employed in the PGPD promotional process is utilized in a pass/fail manner.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Set Realistic Goals

In preparing for the examination, you will be exposed to a large amount of study materials. Using goal setting, you can develop a process to successfully navigate these materials in an efficient and effective manner.

Goal setting is the process of taking a broad goal, such as passing the examination, into smaller, specific, and manageable goals. This method has been shown to increase motivation and retention of knowledge. To do this, you must:

1. Determine your overall goal.
2. Break this overall goal down into small and specific goals.
3. Write down all of your goals someplace you can easily find for your study period.
4. Rank the goals in order of need. Think of it like a pyramid. What things do you need to learn first in order to better understand subsequent information?
5. Set the time frame in which you plan to achieve each goal (i.e., 2 days or 1 week).
6. Determine how you will achieve each goal. What materials will you need? What is the best way to learn the material relevant to this goal?
7. Keep track of your progress on each goal.

SQ3R Study Method

The acronym SQ3R stands for the five sequential techniques that have been used as a strategy to enhance the understanding and retention of reading material. This strategy includes the following steps:

- **S**urvey. Start by gathering the information necessary to focus your understanding of the chapter. Read the section title, read the section introduction, section summaries, and conclusion, scan through the contents of the section (e.g., section headings, diagrams, and pictures). If studying policy, procedure or department orders, you can read the introductory paragraphs and spend time scanning through the policy to gain an understanding of the material before you begin to delve into the specific details of the material. Aim to gain an overall understanding of the structure of the material and how the main concepts are related.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

- **Q**uestion. Go through each section of the material and turn the headings into questions that you think will be answered in that section. Write your questions down on a piece of paper and reference where you would find the correct answer. In the next step when you begin reading the sections, you will write down your answers that go along with each question. The purpose of this step is to help you in becoming actively engaged in the reading by having you seek the answers to the questions that you have formed.
- **R**ead. Read through each section, keeping the questions you have formed in mind. Read the section, seeking information to answer the questions that you have written down. Pay attention to determine if there are any other questions that need to be included.
- **R**ecall. When you have completed reading through a section, stop and try to answer the questions you have composed without looking back at the reading material. If you cannot come up with the answers, go back to the section as many times as you need to until you can answer your questions from memory.
- **R**eview. After you have completed reading through all of the sections using the aforementioned steps, you should continue going over the questions you have created and try to answer them from memory. If you cannot answer them, you can look back to the material to refresh your memory and then continue to review. Review the material often in the weeks and days leading up to the examination.

Memorization

There is certain material that must be memorized for an exam. While, for example, we advocate reading and taking notes, it is important to understand that some material must be memorized directly from the source material. IOS writes examination questions directly from the source material and often uses the wording as it appears in the source material. Thus, recalling the specific information from the passage can be critical in determining your success on the examination.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Studying with a Partner

Studying with a partner is a great way to cover a lot of information. One of the most important steps in one-on-one studying is choosing the right study partner. When choosing a partner, try to select someone who shares similar study habits as you. Ensure that your partner shares a similar level of motivation and pace of learning. Finally, make sure you select a partner who is studying the same material as you. Some advantages when studying with a partner include:

- You can save time by each being responsible for different materials and then spending time explaining them to each other.
- You and your partner can study the same material then create questions to quiz each other.
- A partner can be helpful when you are having a hard time understanding or recalling content from a subject; your partner can help clarify difficult subject areas.

Things to keep in mind when using this studying strategy:

- If you decide to split up topics and explain them to one another, be sure to read through all the material that was assigned to your study partner.
- When quizzing each other, try to focus on the major topics from the source material, rather than focusing on highly specific information unless that is the nature of the material (e.g., learning definitions to terminology).
- It can be easy to get off-track with side conversations, try to stay focused on the material for the examination.

Group Study Method

Studying with a group can be a very effective way to cover a lot of information. However, this effectiveness is dependent on the members of the group. Here are some characteristics of study groups that are effective:

- Contain no more than six (6) members.
- Include a group leader at every study session to help keep the group on task and focused. The leader does not have to be the same person every time.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

- All members actively participate. Information is more easily remembered when it is discussed with others.
- Members of the group differ in their area of expertise to allow for stronger information sharing.

These are some things to keep in mind for the first meeting with your study group:

- Set a date and location to gather the group members together for the first meeting.
- Select a leader for each study session. This role can remain fixed, or it could rotate.
- Ask someone to be a scribe to document what the group covers. This responsibility can also revolve.
- Set some ground rules (i.e., be courteous to others). You may find these rules will not need to be referenced once they are created but they are an effective tool in preventing future conflicts.
- Create a plan for each session. This includes setting up a schedule for future meetings, topics to be covered, and group member responsibilities.
- Summarize the information that was covered in the meeting to ensure all members are on the same page.

Consider the following suggestions and best practices for the group study method:

- Clearly define what will be studied prior to each group session.
- Plan to hold the study group for approximately two (2) hours, taking periodic breaks.
- Start each meeting by briefly reviewing what was studied last meeting and resolving anything that was unclear.
- Keep the group on-task by limiting other activities during the session (e.g., turn phones off, no checking email, limit side conversations).
- Conclude with a brief review of what was covered and a reminder of what will be covered in the next meeting.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Individual Study

Most test takers will employ an individual study method where they will prepare on their own. This will allow you to work at your own pace and according to your work and family schedule. Many individuals believe that such a method better allows them to concentrate and have better focus as they do not have to pay attention to others during the study process. Also, such a process allows you customize your preparation approach, set your own unique schedule and better attend to areas that might represent personal weaknesses. On the negative side, such an approach requires self-discipline and self-motivation—no one will push you to perform in such an environment unless you have strong support networks around you! Furthermore, you will have to organize your own study material and you won't have a peer support group surrounding your efforts to brainstorm, bounce questions off of or otherwise question and discuss. Regardless, it is your responsibility to determine what works best for you and this is ultimately your choice.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Written Examination—General Procedures

This section of the study guide provides general procedures that you will be asked to follow during the exam administration. Specific instructions and additional information will be provided by IOS on the day of the examination.

The written examination is in the early stages of development. Therefore, the exact time limit to complete the exam is not finalized as it will be based on the final number of examination questions. If 50 items are utilized, we would expect to allow approximately one hour and 15 minutes of response time to complete the examination. The time limit will be set with the intention that the vast majority of candidates (approximately 98%+) should be able to complete all examination questions.

IOS will likely provide periodic reminders regarding time remaining during the exam administration. However, you will need to plan and manage your time to complete all examination questions within the time limit. Please plan on wearing a simple watch to help you with time management and note that you will be prohibited from bringing any other electronic devices, including smart-watches, cellular phones, tablets, and similar electronic items.

Using the Test Answer Sheet

This section describes the procedures used to fill in the answer sheet during the actual examination. You will mark your answers using a separate answer sheet that you will be given at the examination. Detailed instructions on using the answer sheets will be outlined for you at the administration of the examination. When marking an answer sheet, consider the following:

- Make heavy black marks that fill each circle/oval/rectangle in completely.
- Erase any answers you wish to change completely.
- Do not make any other marks on the answer sheet.
- You will use a pencil. A pencil may be required to complete the answer sheet because a computer will be reading these marks. Regardless, you will wish to be able to cleanly erase answers if you desire to do so.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

- Mark all of your answers on the answer sheet. Only answers on the answer sheet will be scored. You may use your examination booklet as scratch paper but be certain to record your answers on the answer sheet.
- Use your *examination booklet*(*s*) for scratch paper.
- Be sure that the question you are working on corresponds with the number that you fill in on the answer sheet. For example, if you are working on question 37, make sure that you fill in your answer in the space indicated for question 37 of the answer sheet. Periodically check yourself to make sure that your answers are in the correct spaces. If for any reason you mismark, your test will be scored as you have marked your answers.
- For the vast majority of the multiple-choice questions there will be four (4) response options (a, b, c and d) listed on the answer sheet. Please be sure that you mark your answer in the appropriate bubble corresponding to the response option that you deem is correct for a question.

Basic Rules Governing the Testing Process

1. Promptness is <u>mandatory</u> for admittance to the examination on the date and time you are scheduled. Please ensure that you arrive at the site well before the examination to avoid being late. Candidates will be denied admission after the start time.
2. Photo identification may be required for admittance to the examination. Be sure to follow the procedures outlined in your examination announcement.
3. You <u>may</u> bring a simple, silent analog wristwatch to the test. No other supplies (pencils, highlighters, timers, stopwatches, etc.) will be permitted at the test site.
4. Cell phones and any other electronic or communication devices (including Fitbits, Apple Watches and other smart watches) are prohibited on the examination floor. We strongly suggest that you leave electronic devices in your vehicle for the duration of the examination as there may not be a secure area for placement of your personal items. If you choose to use an unauthorized communication device, in violation of testing guidelines, your test will be collected and considered invalid.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

5. You will not be allowed to take any other materials with you into the examination room—this includes paperwork of any kind, bags, portfolios, etc. If you must take personal artifacts (i.e., eyeglasses, medicine, a snack, keys, etc.) it is suggested that you place such items within a clear plastic container such as a Ziploc bag. This will allow for quick screening and reduced delays.
6. Be sure to use the restroom prior to starting the written examination. Once you are seated in the examination administration room, you will have limited access to restroom facilities, in an emergency situation only. It is very unlikely there will be a planned restroom break during the examination administration. Primarily, this is to ensure order and test security.
7. You will undergo the same standardized process as all other candidates with respect to the testing process (e.g., notification, instructions, etc.).
8. Due to the security measures that will be in place, only authorized candidates will be admitted to the examination site.
9. All questions or concerns that arise during the administration should be directed to the appropriate designated personnel that will be identified at the examination.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Key Considerations Related to the Written Examination

This section describes a few helpful hints to remember when preparing for the examination and in regard to answering questions on the examination.

- Examination questions are written directly from the source materials as this is a "source-reference" job-knowledge-based written examination. Questions are often written "word-for-word" from the source to avoid confusion and to ensure clarity and fairness—especially as related to a recall written examination. Also, the correct answer is drawn directly from the source (not from subject matter expert input as might be the case with an situational-judgment test). In many cases, the distracters, or incorrect answers, are also drawn directly from the source. Thus, the information may "look familiar" but still be incorrect.
- Since questions are drawn directly from the source material, it is important to note that the correct answers (and hopefully your answers) will be taken directly from this source material. If there is a conflict between "how things are done in the department" and what the source indicates, the source is what will be used to determine the correct response option! In many cases, such questions that conflict with practice are removed during the review process. In some cases, these questions remain in the examination to reinforce "how things should be done." Regardless, we do not view an appeal as viable if an individual claims variance between common practices or procedures and what the source material indicates. In a department as large as PGPD, there may be variances and having the source material as the governing body of knowledge for the examination is critically important for the sake of clarity and fairness.
- Furthermore, in the rare event that two (2) sources conflict with one another, your answer (and the correct) should be based on the source indicated for that particular question. When in doubt, refer back to the header for the subsection that the item in question is written from and answer accordingly.
- We attempt to avoid questions on trivial information that is not directly relevant to the job. At a minimum, you should focus your preparation efforts elsewhere. That said, some questions may be more difficult and test your knowledge of the details of a particular policy.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Strategies and Tips for the Day of the Examination

There are several strategies and tips to keep in mind when taking the written examination that will ensure your score is accurate and reflects your level of knowledge about the job of a Corporal.

1. **Listen carefully.** The examination administrator will provide you with complete instructions for taking the examination. Be sure that you pay close attention to all instructions. It is extremely important that you completely understand the directions before the examination begins. Most instructions will be given verbally, so be sure to pay attention to verbal instructions as they may not appear in writing.
2. **Ask questions.** If there are instructions that you do not understand or if something is not clear, please ask the examination administrator any questions that you may have before the examination begins.
3. **Note start and end times.** Just before the test administrator begins the examination, make a note of the time the examination will actually begin and the time that the examination will end. This will also be the case if there are separately timed sections included in the examination.
4. **Keep track of time.** It is important that you keep track of your time so that you are able to pace yourself throughout the examination. You do not want to run out of time, leaving questions unanswered. Ensure you allocate at least a few minutes to make educated guesses on all remaining unanswered questions on your examination.
5. **Remain calm.** It is important that you remain calm throughout this examination so that you are able to work effectively. You cannot allow yourself to become nervous or confused by a few difficult or challenging questions. There will be times throughout the examination where you are unsure of the correct answer, know that other individuals will have a similar experience.
6. **Read each question carefully.** Be sure that you understand what the question requires of you by reading each question slowly and carefully.
7. **Read each and every response option.** Even if one of the first response options appears as if it was the answer you "thought of", be sure to read all the response options thoroughly.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

8. **Try to answer the question before you look at the answer options.** Try to think of the correct answer before reading through the response options. If you believe you know the answer, compare it to the available choices and pick the response option closest in meaning to the answer you have in mind.
9. **Answer easy questions first.** It is important that you answer the easy questions first on this examination. By doing so, you will afford yourself more time to spend on the difficult questions. Seek out questions you can answer. If there are particular kinds of questions with which you feel most comfortable, answer those questions first. For example, if you are particularly good at questions in a specific content area, then find those questions first and complete them.
10. **Do not waste time on questions you cannot answer.** If you believe that you are not able to answer a question, then skip it for the time being. It is better to skip a difficult question (and come back to it later) than to spend a lot of time on it and not be able to complete other examination questions. Some individuals may be prone to devoting excessive time to a particular question with the belief that "the answer is in the material"—be careful of employing this strategy.
11. **Mark your examination booklet.** Mark in your examination booklet those questions that you have skipped so that you are able to come back to them later in the examination. Marking questions that you have skipped in your examination booklet will help to ensure that you have answered all of the questions by the time the examination period has ended. That said, you must place all final answers onto a separate answer sheet.
12. **Use a process of elimination.** If a situation presents itself in which you are unable to answer a question, use the process of elimination to narrow your options. First, eliminate any answers that are clearly incorrect. Then determine how you feel about the remaining response options. If you have narrowed down potential response options, indicate that on your examination booklet. Later in the exam, you may have an opportunity to come back to these questions and answer them without having to read the entire question again.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

13. **Take educated guesses.** It is important that you try to get as many points as possible on the examination. Points are given for correct answers only. Because there is no penalty (i.e., points deducted) for guessing on this examination, you should try to answer every question. By leaving yourself enough time at the end of the test to fill in unanswered questions using your "educated guess," you will increase the possibility of getting a few of these correct.
14. **Extra time.** If you finish the examination before the time period is over, review your answers and make any changes that are absolutely necessary. Also make sure that you have marked your answers on the answer sheet correctly. That said, be sure not to "second guess" your decisions! Some individuals find that these "second-guessed" questions often result in answers being changed from correct to incorrect. Only you understand your tendencies. It is suggested that you consider your test-taking tendencies and account for these when re-evaluating answers.
15. **Misc. Test Considerations.** There are some other things that you might consider:
    - Be wary of words like not, but and except. These words indicate that you should look for the alternative that makes the statement false, is the exception to a rule or incorrectly answers the question.
    - Consider words like always, never, and only as these words indicate that the alternative is correct 100% of the time (there may be an exception and the exception may be listed as an alternative).
    - Do not choose a response alternative based on the frequency or pattern of previous responses!
    - Ensure that you focus on your own work and not what is going on around you. There are normally many proctors walking around the room, individuals using the restroom, questions being asked. There are "normal distractions" at any written examination <u>if you look for them</u>—don't look for distractions and do your very best to focus on you and your work.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Final Recommendations Concerning your Preparation

Diligently studying for this examination will be the best method for ensuring your success; however, there are some other considerations that can affect your performance on the day of the examination. Your attitude on the day of the examination, the test-taking strategies you use and your ability to avoid common test-taking errors will all impact the outcome of the examination.

Preparation for the examination

You will increase your chances of obtaining your best score if you spend a lot of time preparing for the examination. This includes carefully reading and studying the materials listed in the *Reading Lists* as well as this *Written Examination Study Guide*. It is also important that you avoid becoming overly anxious about the examination and implement good test-taking strategies.

Your physical well-being

Get a good night's sleep before the examination. Eat a nutritious breakfast that will provide you with energy for the day. Try to ensure that you are in the best possible condition both physically and mentally on the day of the examination.

Arrive early

Make all necessary arrangements to ensure that you arrive early at the examination site. It would be wise to anticipate traffic delays in traveling to the examination site and to allocate extra travel time to ensure an early arrival even with delays. Give yourself ample time to settle in at the examination site. If you become nervous before an examination, consider arriving early and finding a peaceful spot to enjoy some quiet time. Try to remain calm and relaxed before the examination administration.

Confidence

The more confident you are in your abilities, the more likely you are to do well on the examination. Try to stay focused so that you do not end up misinterpreting questions or instructions. You want to take control of the examination by feeling confident in your skills. Try to relax but concentrate on the examination you are about to take.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Attitude

This examination is an opportunity for you to demonstrate that you have a grasp of the job knowledge necessary to perform successfully, and a positive attitude can have an impact on increasing your examination score. There are a few ways to fine-tune your attitude about taking this examination: Look at this examination as a challenge but try not to get "stressed out" by thinking about it too much. By using the information contained within this *Written Examination Study Guide*, you can develop your plan that works best for you to prepare for the examination.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Appendix A: List of Job-Related Tasks for Corporal

Administrative Activities

1. Complete written reports involving incidents, arrests, field incidents, and other relevant occurrences to document information, incidents, actions taken, investigative steps, etc.; submit written documentation to appropriate personnel or agencies (supe
2. Ensure all reports are submitted/reviewed in accordance with department mandated deadlines.
3. Ensure own reports and correspondence comply with applicable policy (e.g., format, accuracy, timely completion), providing complete and consistent information.
4. Ensure that body worn camera footage is uploaded in a timely manner.
5. Read and review reports and notes for court testimony.
6. Brief supervisors on next shift about important activities that occurred during the previous shift; inform other units of major incidents.
7. Verify inventory and security of equipment and property under departmental control.
8. Performs all required activities in the course of participating in the judicial/administrative process.
9. Consult with subordinates regarding the improper completion of a report.
10. Review vehicle/equipment damage reports provided by subordinates.

Community Communication and Public Relations Activities

11. Cultivate a strong public image and presence, positioning oneself as a prominent representative of the Department.
12. Gather information about concerns specific to a region to determine trends, problems, etc.
13. Interact, communicate, and work with citizen groups to determine needs of the community.
14. Communicate with citizens to reduce their concerns/anxiety.
15. Talk with community residents and employees of businesses to establish rapport and gather information regarding criminal activity.
16. Attend community meetings to share information.
17. Prepare and deliver formal or informal presentations to community groups.
18. Communicate with other legal or civil agencies.
19. Answer inquiries from visitors or the general public.

General Law Enforcement Activities

20. Drive automobile in emergency and nonemergency mode to travel to locations as required by job duties.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

21. Provide back-up to other police personnel when needed.
22. Respond to routine calls for services as a primary call-taker or patrol a beat/sector as a primary responding officer.
23. Respond to reported crimes in progress and take appropriate action (e.g., request backup, secure the scene, render aid to victims, search for offenders, etc.) as warranted by the situation.
24. Secure the scene of a crime and manage the scene (e.g., lockdown and establish perimeter, witness interview, collect and preserve evidence, locate/interview witnesses, etc.).
25. Respond to calls for service in a timely manner when dispatched or requested.
26. Communicate with complainants and witnesses to gather information.
27. Keep issued uniforms, equipment, and assigned vehicle clean and in serviceable condition in order to maintain operational readiness.
28. Search suspect, vehicle, and area within suspect's immediate area to locate evidence and arrest, when appropriate.
29. Monitor and communicate on two-way radio and CAD while performing other duties.
30. Subdue suspects using verbal commands and appropriate physical force (e.g., OC spray, batons, firearms) to take them into custody; includes the use of force up to and including deadly force as necessary.
31. Conduct preliminary investigations of disturbances, alarms and other matters involving possible violations of law.
32. Make judgements about arresting or releasing suspects or offenders.
33. Check for arrest warrants using departmental computer (e.g., various national, state, and local records) or through radio communication.
34. Administer Miranda Warning to ensure suspect is afforded Constitutional rights.
35. Determine the need for specialists, such as the Fire Department to assist in the containment of an incident and evaluating the situation in terms of department directives.
36. Work with the prosecuting attorney to prepare cases for trial.
37. Testify in court to present personal observations and actions relating to causes being tried, and evidence regarding violations of criminal or traffic law.
38. Pursue suspects in vehicle after noting evidence of appropriate violations of criminal law to stop them for further investigation or enforcement.
39. Determine whether to require substance use/impairment testing for drivers involved in traffic accidents.
40. Review documents and discuss cases with other involved officers, experts, etc. to prepare for court testimony.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

41. Provide safety, security, and crowd control at target locations (e.g., special events, sporting events, etc.).
42. Discuss with court personnel issues such as scheduling conflicts which prevent court attendance, dates for rescheduled cases, etc.
43. Pursue suspects by foot to apprehend them.
44. Discuss state laws, county/city ordinances, department policies, etc. with suspects and other citizens to inform them, as needed.
45. Provide aid to stranded motorists by radioing for assistance or by transporting to a place of safety.

Management and Leadership Activities

46. Conduct self in ethical and professional manner.
47. Maintain strong working knowledge of sector/division operations.
48. Provide expertise and guidance to subordinates at a scene.
49. Report significant incidents to chain of command.
50. Brief superiors regarding issues affecting the squad and sector.
51. Mentor subordinates in their professional development.
52. Assume duties delegated by a superior in their absence.
53. Identify officers who need special assistance, training, or counseling.
54. Assists with squad management as delegated by the Sergeant.

Incident Command Activities

55. En route to incidents, evaluate complexity of incident by collecting information over the radio regarding the situation to determine required procedures (e.g., set up command post).
56. Respond to major incidents (e.g., response to resistance, officer-involved shooting) and perform tasks as needed (e.g., media staffing, direct staff, crime scene preservation).
57. Serve as incident commander at major incident scenes (e.g., officer involved shooting, response to resistance, large demonstration, homicide/fatality), until properly relieved.
58. Provide expertise and guidance to subordinates at incident scenes, as needed.
59. Talk to officers on the scene to ascertain facts relevant to the scene.
60. Coordinate indoor/outdoor searches to locate suspects, missing persons, evidence, etc.
61. Recognize when to reach out to departmental or external resources for intelligence and support.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

62. Coordinate access of outside units to the scene of an incident to preserve the crime scene and to facilitate the documentation and entrance of units to the area (e.g., coroner's office, medical personnel).
63. Relinquishes control to, or coordinates efforts with, higher-ranking supervisors upon their arrival.
64. Acts as the highest-ranking officer on scene until relieved by a supervisor.
65. Ensure that subordinates set up barricades and control traffic around an incident scene to secure the perimeter and control activities in the area.

Internal Investigative Activities

66. Meet with citizens regarding complaints, concerns or questions.
67. Ensure that an explanation is provided to the complainant as to how the complaint and the administrative investigation will be handled, steps necessary to file complaint, who will be involved, what will happen next in the process, etc.
68. Ensure that Internal Affairs has all necessary information about an incident.
69. Attend ceremonies as a department representative.

Supervision and Training Activities

70. Ensure officer safety is addressed in the performance of all job-related duties in both emergency and non-emergency incidents.
71. Qualify on the firing range by completing shooting exercises at required level of proficiency.
72. Observe and monitor subordinates to ensure duties are being performed in compliance with department standards.
73. Participate in training, qualification, and recertification programs (e.g., CPR and first aid, firearms, state and federal laws, evidence collection) to receive information and develop and/or maintain skills.
74. Monitor radio traffic to ensure that calls are being processed appropriately (e.g., appropriate response times, time spent on call, disposition of call, appropriate threat and safety response).
75. Monitor attendance and punctuality of subordinate personnel.
76. Assist officers in identifying elements of crimes at incident scenes and determining justification for an arrest.
77. Communicate specific areas of concern (e.g., crime patterns, etc.) at shift meeting.
78. Ensure that officers complete necessary reports (arrests, citations, etc.) and review/approve submitted reports before end of shift.
79. Provide guidance to officers on how to handle incidents to ensure a thorough preliminary investigation is conducted, and that proper and timely notifications are made.

80. Monitor and/or manage pending and active calls to ensure that incidents are being handled properly.
81. Maintain knowledge and seek out training concerning relevant laws, court decisions, and Department rules and regulations to ensure appropriate enforcement and investigatory activities.
82. Attend roll call to communicate job and shift related information to subordinates (e.g., activity within region, department news, and policy changes).

Traffic Enforcement Activities

83. Monitor serious accidents (i.e., fatalities, Hazmat incidents).
84. Provide incident management at major traffic scenes.
85. Ensures that traffic is stopped or directed safely around the scene of a motor vehicle accident.
86. Assists/provides back-up to other officers at an accident scene.
87. Request emergency assistance for accident.
88. Plan traffic-patrol tactics.
89. Initiate traffic stops for observed violations.
90. Enforce traffic and parking laws and ordinances.
91. Follow suspicious vehicles.
92. Control, regulate, and direct vehicular and pedestrian traffic.
93. Remove hazards from roadway.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Appendix B: List of Essential Knowledge, Skill, Ability, and Other Characteristics Areas for Corporal

KNOWLEDGE AREAS

State/Federal Laws, Rules and Regulations

1. Federal, State, Local, and County applicable laws, rules, regulations, and guidelines
2. State and Federal regulatory or administrative requirements and practices
3. Constitutional law (e.g., search and seizure, interrogations and confessions, authority to detain and arrest, etc.) and other federal laws as related to department law enforcement activities
4. Court cases affecting law enforcement (e.g., Miranda v. Arizona, Terry v. Ohio, Mapp v. Ohio, etc.)
5. Legal considerations concerning the interview process (e.g., Miranda, juvenile, interviews/questioning, etc.) and interviewing methods and techniques (e.g., interviews with sensitive victims, videotaping requirements, canvassing for witnesses, etc.)
6. State criminal law: offenses directed against persons (e.g., homicide, sex offenses, assault, etc.)
7. State criminal law: offenses directed against property (e.g., robbery, trespassing, etc.)
8. State criminal law: offenses directed against society and quality of life (e.g., narcotic drugs, disorderly conduct, etc.)
9. State criminal procedural law (e.g., grand jury, trial procedures, probable cause, preliminary hearings, reasonable doubt, etc.) and related department court procedures
10. State law: juveniles and children (e.g., abused and neglected child reporting, missing children registration, etc.) and related to families (i.e., domestic violence)
11. State law: traffic and vehicle code
12. State civil procedures and civil law
13. County ordinances (e.g., traffic, licensing, liquor, disorderly conduct, firearm possession, etc.)

Internal Prince George's County Police Department's Rules, Regulations, etc.

14. Department Policy Manual
15. General Orders Manual Volume I
16. General Orders Manual Volume II

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

17. Court documents, forms, reports, letters, and other systems of communication both internally and externally with other agencies. Includes court orders, writs, warrants, and other official court documents

18. Department policies and procedures involving the officer's and on-scene supervisor's role/duty in the response to critical incidents (e.g., active shooter, police-involved shooting, barricaded suspect, etc.). This includes the on scene supervisor

19. Department policies and procedures related to arrests, search and seizure, warrants and related issues

20. Department policies and procedures involving the handling of special populations (e.g., juveniles, witnesses/complainants, etc.)

21. Department policies and procedures defining the scope of duty of police officers and police supervisors, including span of control and rights of management

22. Department policies and procedures related to the processing and transport of persons under department control (e.g., arrestees, lockup procedures, bonding procedures, felony approval of charges, etc.)

23. Department policies and procedures related to securing of crime scenes and conducting preliminary investigations (e.g., securing the scene, witness interviews, canvassing the scene, etc.)

24. Department policies and procedures related to the handling of special events, protests or other assignments and/or details

25. Notification requirements and other communication procedures internal to department (e.g., written and verbal notifications, situations requiring notifications, radio, etc.)

26. Criminal classification of incidents according to internal reporting guidelines and Uniform Crime Reporting (UCR) guidelines

27. Department personnel policies and procedures that allow for proper supervision of subordinate personnel (i.e., sick leave usage, performance of duties, conduct of duty/professional conduct, grievances, internal investigations, etc.)

28. Department policies and procedures involved in handling critical supervisory issues/events including incidents involving response to resistance or aggression, vehicle pursuits, etc.

29. External resources for responding to various types of emergency incidents (e.g., County Fire/EMS, Sheriff's Office, etc.)

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Field-Operations and First Aid

30. Tactical resources and deployment techniques; crowd control techniques and equipment needs

31. Community policing strategies, policies, techniques and other general or department problem-solving efforts

32. Knowledge of specialized/centralized units (K-9, EST, homicide, etc.) within department to notify on-scene for assistance or after responding to a call for additional help/information

33. Knowledge of first aid procedures and equipment (CPR, naloxone/NARCAN, field wound treatment, etc.)

34. Knowledge of firearm use and maintenance, including required certifications/qualifications

35. Knowledge of less-lethal departmental equipment and strategies

Technology-Based Resources

36. Microsoft Office applications such as Word or Excel

37. Department and external computer resources and databases (e.g., NCIC, RMS, etc.) and guidelines governing access and use of information from secured databases

38. Knowledge and ability to use a variety of Departmental software applications (e.g., computer-aided dispatch (CAD); geographic information software (GIS); Mobile Data Terminals (MDTs), etc.)

Modern Policing Topics

39. Duties and responsibilities for providing customer and personal service

40. Knowledge of body-worn cameras, in-car cameras, and other systems and mechanisms related to law enforcement transparency and/or oversight (e.g., BWCs, procedural justice concepts, etc.)

41. Knowledge of community policing strategies, policies, techniques, department problem-solving efforts and crime reduction initiatives

42. Knowledge of procedural justice (e.g., respectful treatment of citizens, neutral decision-making, providing citizens a voice during encounters, trustworthy motives)

Leadership and Management Principles

43. Knowledge of legal aspects of personnel supervision (e.g., Title VII, EEO, sexual harassment, workplace violence, etc.)

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

SKILLS AND ABILITIES

Personnel Supervision – Day-to-day monitoring of personnel, as well as groups of personnel, to ensure the effective completion of assigned tasks and position-specific responsibilities.

1. ***Performance Management***: The management of subordinate performance by identifying personal strengths and weaknesses, enacting plans to develop weaknesses, monitoring and documenting performance, and providing counseling and direction as necessary.
2. ***Supervision Skill*:** Ability to apply and enforce department rules and procedures uniformly and in the appropriate circumstances.
3. ***Delegation***: Assigning tasks/projects to subordinates based on task/project complexity or subordinate expertise. Monitoring and following-up on the completion of the task/project.

Leadership – Inspiring, guiding, and improving the performance of groups of employees by identifying a common goal or vision, encouraging employees expand their skill set, and maintaining a positive and productive work environment.

4. ***Influencing Others***: Willingness to lead, take charge, and offer opinions and direction to others in the organization. Providing inspirational motivation and serving as a role model.
5. ***Vision***: Identifying a high-level goal or purpose that unifies others and motivates others to work together for a common purpose.
6. ***Command Presence***: Skill at managing one's presentation and conducting oneself in a manner that engenders confidence and trust from others by exercising self-assuredness and confidence during challenging times.

Administrative Management Skills – Identifying, arranging, and organizing necessary resources (e.g., material, personnel, financial) to accomplish goals and objectives in an effective and efficient manner.

7. ***Planning***: Outlining a step-by-step method for addressing challenges of various degrees of complexity for oneself and others.
8. ***Organizing***: Maintaining order and clear systems and structures that facilitate the efficient completion of tasks for oneself and others.
9. ***Prioritization***: Managing the completion of one's own or other individuals' tasks, objectives and goals in terms of their importance and/or time sensitivity.
10. ***Coordination:*** Identifying, assembling and adjusting resources and personnel to effectively address the needs of the organization and the management of events or programs.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

11. ***Time Management:*** Managing one's own time and the time of others to accomplish predetermined goals or objectives in a set period of time; the ability to project or anticipate the time required to complete tasks or projects.
12. ***Budgeting***: Allocating financial resources to various line items, such as personnel overtime, based on organizational value. Making decisions regarding the allocation of limited resources and managing that allocation to ensure that budgets are not exceeded.

Interpersonal Skills – Using one's awareness of others reactions to oneself, understanding the position and opinions of others, and empathizing with others, both inside and outside one's organization, to accomplish objectives or goals.

13. ***Relationship Building***: Interacting with others in a pleasant and comfortable manner so as to build trust and rapport. The ability to encourage collaboration and put the right people together to create the most productive teams.
14. ***Conflict Resolution***: Working with individuals to identify problems, identify solutions and negotiate mutually acceptable outcomes. Also, working with opposing sides to make good faith efforts to pursue solutions and honor agreements.
15. ***Teamwork***: Effectively working with others to accomplish mutual goals. Ability to rely on others to assist with a task, working interdependently to accomplish the goal.
16. ***Sensitivity***: Demonstrating sensitivity toward people and empathizing with his or her situations. This characteristic affects the extent to which an individual is likely to sympathize with others and understand the feelings of others.
17. ***Cultural Sensitivity/Awareness***: The ability to recognize cultural differences and commonalities and modifying behavior to cultural context. Demonstrating an understanding and respect of cultures (national, demographic, etc.) other than one's own.
18. ***Community Relation Skill***: Identifying the needs and concerns of community members and making a concerted effort to deliver services that address those needs and concerns. Understanding the manner in which the organization needs to be presented to the community at large and making necessary efforts to work with the public while protecting the integrity of the organization.

Critical Thinking – using objective analysis and evaluation of situations to identify problems, as well as approaches, conclusions or solutions to the problems.

19. ***Problem Sensitivity/Analysis***: The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem and identifying the extent of the problem.
20. ***Problem Solving***: The ability to identify a solution or corrective action and use available information and resources to solve problems. Often, information is gathered through critical analysis and investigation.

21. ***Information Ordering***: The ability to arrange events or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of events, facts, numbers, words).
22. ***Observing/Listening and Memorization/Recall***: Observing and noting events/incidents, actions, behaviors and details through observation and/or listening. Storing such information in memory for later retrieval and recalling such information when necessary.

Decision-Making – using sound reasoning and judgment to decide upon a course of action or choice between several options; making a decision and committing to it with confidence.

23. ***Reasoning***: The ability to apply general rules to specific problems to produce answers that make sense (deductive) and the ability to combine pieces of information to form general rules or conclusions (inductive).
24. ***Judgment***: Processing contextual information and known objectives while weighing various options and their respective outcomes, in order to arrive at a solution that yields the greatest benefit with the least risk.
25. ***Decisiveness***: Making decisions based on all relevant information and then committing to those decisions with confidence.

Incident Operations – using the appropriate tools, resources, strategies, and tactics to effectively respond to emergency incidents.

26. ***Incident Management***: Establishing the incident objectives, strategies, and goals. Determining the tactics and resources needed for achieving objectives. Maintaining accountability and responsibility over personnel and the incident. Coordinating with other resources to achieve incident objectives.
27. ***Tactical Skill***: Executing the appropriate actions and operations to achieve tactical strategies and goals. Applying acquired knowledge departmental guidelines, standards, and procedures.

Written Communication – communicating effectively in writing to convey information effectively, as well as comprehending written communication sufficiently.

28. ***Written Comprehension***: Understanding written sentences and paragraphs in work related documents. Understanding written material maps, and charts, tables and graphs.
29. ***Written Expression***: Using written language (word choice, punctuation, grammar and syntax) to communicate clear thoughts.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Oral Communication – communicating orally to convey information effectively.

30. ***Oral Expression***: Ability to speak in a clear, concise, understandable and appropriate manner. Ability to deliver a message in such a way that others clearly understand the meaning of an intended message.
31. ***Presentation***: Using language and non-verbals effectively to engage a group and clearly communicate a message in a formal or semi-formal presentation setting.

Technological Skill – use of technology such as personal computer, cellular phones, and other mechanical equipment.

32. ***Computer Skill***: Performing basic operations on a personal computer. Use of e-mail, the internet, Microsoft Office programs, and other software on a computer or mobile/portable data terminal or device to create documents, send e-mails, schedule on a calendar, or facilitate the sharing of information.
33. ***Mechanical Skill***: Using specialized equipment, machinery, technology, and other tools to perform job functions. Includes selecting the appropriate tools and equipment to perform a task. Controlling operations of equipment and tools.

Quantitative Analysis – use mathematical and statistical computations to perform basic mathematical computations, as well as analyze data, identify trends, and summarize findings.

34. ***Data Analysis***: The ability to analyze, synthesize, and summarize qualitative or quantitative data to convey common themes or trends.
35. ***Basic Mathematical Operations:*** The ability to add, subtract, multiply, or divide quickly and correctly.

Other Characteristics – a collection of abilities and skills that allow individuals to effectively perform their work and be a productive member of an organization.

36. ***Honesty and Integrity***: Ability to act in an honest and fair manner. Willingness to accept responsibility for actions when things go wrong. Ability to display a high degree of integrity and professionalism in action and word.
37. ***Adaptability***: Ability to adapt and change to accommodate circumstances. Ability to demonstrate flexibility in behavior and action. Ability to quickly and efficiently determine an appropriate course of action to target a particular situation. Accepting and accommodating to change.
38. ***Dependability*** (Work and Personal): Ability to follow through on work without prompt. Requires little oversight. Consistent and dependable in regard to personal actions and behavior.
39. ***Conscientiousness:*** Thoughtful, careful/cautious, diligent and vigilant in regard to work and task performance. Exhibits a strong attention to detail. Maintains a

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

strong work ethic, perseverance, productivity and desire to perform well. In addition, systematic and efficient.

40. ***Initiative***: Propelling oneself to pursue objectives and accomplish goals based on an internal drive to succeed.
41. ***Stress Tolerance / Composure***: Maintaining a calm and rational thought process and demeanor amid chaos or heightened levels of stress.

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Appendix C: Brief Practice Test

The following items were derived from New Challenges for Police: A Heroin Epidemic and Changing Attitudes Toward Marijuana (PERF, 2014)

Link:https://perf.memberclicks.net/assets/docs/Critical_Issues_Series_2/a%20heroin%20epidemic%20and%20changing%20attitudes%20toward%20marijuana.pdf

1. Over _____ percent of the people who have started using heroin in the last several years started with _____, according to DEA Administrator Michele Leonhart.

    a. 50; marijuana
    b. 50; cocaine
    c. 80; crystal methamphetamine
    d. 80; prescription drugs

NCPHE, Introduction

2. Which of the following is one of the principles of drug abuse treatment for criminal justice populations?

    a. Addicts should be given rewards and not sanctions to encourage pro-social behavior and treatment participation.
    b. Treatment should not target factors that are associated with criminal behavior.
    c. Continuity of care is essential for drug abusers re-entering the community.
    d. Drug abusing offenders cannot be treated with medications.

NCPHE, Police Chiefs and Federal Leaders Focus on the Heroin Epidemic

3. According to *New Challenges for Police: A Heroin Epidemic and Changing Attitudes toward Marijuana*, which of the statements below is CORRECT regarding heroin?

    a. A person's tolerances for drugs may decrease while he/she is in jail, resulting in heroin overdose after release.
    b. "Needle exchange" programs tend to increase drug use by making syringes more accessible to drug users.
    c. Research does not support providing treatment to prisoners who are about to be released from jail; such efforts have been shown to be ineffective.
    d. Syringe services programs increase the number of used needles on the street.

NCPHE, Police Chiefs and Federal Leaders Focus on the Heroin Epidemic

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

4. According to Robert Childs, M.P.H., Executive Director of the North Carolina Harm Reduction Coalition, which of the following statements is CORRECT about Naloxone?

   a. Naloxone unfortunately promotes drug abuse.
   b. Naloxone is expensive in the intramuscular form.
   c. Naloxone is not a very durable drug.
   d. The vast majority of officers polled in North Carolina want access to Naloxone as soon as possible.

NCPHE, Police Chiefs and Federal Leaders Focus on the Heroin Epidemic

5. According to *New Challenges for Police: A Heroin Epidemic and Changing Attitudes toward Marijuana*, which of the following statements is CORRECT about the information and analyses provided by police leaders on marijuana?

   a. "Edibles" are well regulated.
   b. Marijuana has not been found to negatively impact health and brain functioning in any populations.
   c. Laws on residential growing of marijuana have been strictly enforced.
   d. In some cases, persons arrested with marijuana in other states apparently believe they were not breaking the law because they bought it legally in Colorado.

NCPHE, Conclusion

The following items were derived from Future Trends in Policing (PERF, 2014)

Link:https://www.policeforum.org/assets/docs/Free_Online_Documents/Leadership/future%20trends%20in%20policing%202014.pdf

6. According to *Future Trends in Policing*, which of the statements below is TRUE regarding cybercrime?

   a. Due to jurisdictional issues, local police departments should refer community members to federal law enforcement agencies when incidents of cybercrime are reported.
   b. After peaking in 2012, instances of cybercrime are beginning to decrease as the public becomes more wary of attacks.
   c. Local police agencies should encourage all cybercrime victims to report the crime to the Internet Crime Complaint Center (IC3).
   d. Using computers or the Internet to facilitate traditional types of crime should not be considered cybercrime; rather, cybercrime involves new types of crime, such as "hacking" and "phishing."

FTP, Future Trends in Technology

7. According to *Future Trends in Policing*, which of the statements below is TRUE regarding the organizational structure of policing and the next generation of law enforcement?

   a. Law enforcement officials nationwide feel confident that the traditional paramilitary structure of law enforcement agencies is conducive to policing in the 21st century.
   b. Younger officers tend to be interested in advancing to management levels but want to do so at an expedited pace.
   c. Younger officers are interested in having more responsibility and are willing to work harder in order to receive a higher pay.
   d. One way of making a police department more attractive to employees is by allowing officers to specialize.

FTP, The Organizational Structure of Policing, and the Next Generation of Law Enforcement

Copyright © 2026, IOS, Inc. CONFIDENTIAL/TRADE SECRET

Appendix D: Practice Test Answer Key

Item #	Reference	Correct Answer
1	*NCPHE, Introduction, page 2*	D
2	*NCPHE, Police Chiefs and Federal Leaders Focus on the Heroin Epidemic, page 28*	C
3	*NCPHE, Police Chiefs and Federal Leaders Focus on the Heroin Epidemic, page 30*	A
4	*NCPHE, Police Chiefs and Federal Leaders Focus on the Heroin Epidemic, page 22*	D
5	*NCPHE, Conclusion, page 48*	D
6	*FTP, Page 34*	C
7	*FTP, Page 38*	D

NCPHE = *New Challenges for Police: A Heroin Epidemic and Changing Attitudes toward Marijuana, PERF*
FTP = *Future Trends in Policing, PERF*