

# EXAMINATION SECTION

## TEST 1

DIRECTIONS: Each question or incomplete statement is followed by several suggested answers or completions. Select the one that BEST answers the question or completes the statement. *PRINT THE LETTER OF THE CORRECT ANSWER IN THE SPACE AT THE RIGHT.*

1. A supervisor was given a booklet that showed a new work method that could save time. He didn't tell his men because he thought that they would get the booklet anyway. For the supervisor to have acted like this is a 1. \_\_\_\_\_
  - A. *good* idea because he saves the time and bother of talking to the men
  - B. *bad* idea because he should make sure his men know about better work methods
  - C. *good* idea because the men would rather read about it themselves
  - D. *bad* idea because a supervisor should always show his men every memo he gets from higher authority
  
2. A supervisor found it necessary to discipline two subordinates. One man had been operating his equipment in a wrong way, while the other man came to work late for three days in a row. The supervisor decided to talk to both men together. For the supervisor to deal with the problems in this way is a 2. \_\_\_\_\_
  - A. *good* idea because each man will learn about the difficulties of the other person and how to solve such difficulties
  - B. *bad* idea because the supervisor should wait until he can bring a larger group together and save time in discussing such questions
  - C. *good* idea because he will be able to get the men to see that their problems are related
  - D. *bad* idea because he should meet with each man separately and give him his full attention
  
3. A supervisor should try to make his men feel their jobs are important in order to 3. \_\_\_\_\_
  - A. get the men to say good things about their supervisor to his own superior
  - B. get the men to think in terms of advancing to better jobs
  - C. let higher management in the agency know that the supervisor is efficient
  - D. help the men to be able to work more efficiently and enthusiastically
  
4. A supervisor should know approximately how long it takes to do a particular kind of job CHIEFLY because he 4. \_\_\_\_\_
  - A. will know how much time to take if he has to do it himself
  - B. will be able to tell his men to do it even faster
  - C. can judge the performance of the person doing the job
  - D. can retrain experienced employees in better work habits
  
5. Supervisors often get their employees' opinions about better work methods because 5. \_\_\_\_\_
  - A. the men will know that they are respected
  - B. the men would otherwise lose all their confidence in the supervisor
  - C. the supervisor might find in this way a good suggestion he could use
  - D. this is the best method for improvement of work methods

6. Right after you have trained your subordinates in doing a new job, you find that they seem to be doing all right, but that it will take them several days to finish. You also have several groups of men working at other locations. The MOST efficient way for you to make sure that the men continue doing the new job properly is to 6. \_\_\_\_\_
- A. stay on that job with the men until it is finished just in case trouble develops
  - B. visit the men every half hour until the job is done
  - C. stay away from their job that day and visit the men the next day to ask them if they had any problems
  - D. visit the men a few times each day until they finish the new job
7. Assume that one of your new employees is older than you are. You also think that he may be hard to get along with because he is older than you. The BEST way for you to avoid any problems with the older worker is for you to 7. \_\_\_\_\_
- A. lay down the law immediately and tell the man he better not cause you any trouble
  - B. treat the man just the way you would any other worker
  - C. always ask the older worker for advice in the presence of all the men
  - D. ignore the man entirely until he realizes that you are the boss
8. Assume that you have tried a new method suggested by one of your employees and find that it is easier and cheaper than the method you had been using. The proper thing for you to do NEXT is to 8. \_\_\_\_\_
- A. say nothing to anyone but train your men to use the new method
  - B. train your men to use the new method and tell your crew that you got the idea from one of the men
  - C. continue using the old method because a supervisor should not use suggestions of his men
  - D. have your crew learn the new method and take credit for the idea since you are the boss
9. Suppose you are a supervisor and your superior tells you that the way your men are doing a certain procedure is wrong and that you should re-train your men as soon as possible. 9. \_\_\_\_\_  
When you begin to re-train the men, the FIRST thing you should do is
- A. tell your men that a wrong procedure had been used and that a new method must be learned as a result
  - B. train your employees in the new method with no explanation since you are the boss
  - C. tell the crew that your superior has just decided that everyone should learn a new method
  - D. tell the crew that your superior says your method is wrong but that you don't agree with this
10. It is BAD practice to criticize a man in front of the other men because 10. \_\_\_\_\_
- A. people will think you are too strict
  - B. it is annoying to anyone who walks by
  - C. it is embarrassing to the man concerned
  - D. it will antagonize the other men

11. A supervisor decides not to put his two best men on a work detail because he knows that they won't like it. 11. \_\_\_\_\_  
For the supervisor to make the work assignment this way is a
- A. *good* idea because it is only fair to give your best men a break once in a while
  - B. *bad* idea because you should treat all of your men fairly and not show favoritism
  - C. *good* idea because you save the strength of these men for another job
  - D. *bad* idea because more of the men should be exempted from the assignment
12. Suppose you are a supervisor and you find it inconvenient to obey an established procedure set by your agency. You think another procedure would be better. 12. \_\_\_\_\_  
The BEST thing to do first about this procedure that you don't like is for you to
- A. obey the procedure even if you don't want to and suggest your idea to your own supervisor
  - B. disregard the procedure because a supervisor is supposed to have some privileges
  - C. follow the procedure some of the time but ignore it when the men are not watching
  - D. organize a group of other supervisors to get the procedure changed
13. A supervisor estimated that it would take his crew one workday per week to do a certain job each week. However, after a month he noticed that the job averaged two and a half days a week and this delayed other jobs that had to be done. 13. \_\_\_\_\_  
The FIRST thing that the supervisor should do in this case is to
- A. call his men together and warn them that they will get a poor work evaluation if they do not work harder
  - B. talk to each man personally, asking him to work harder on the job
  - C. go back and study the maintenance job by himself to see if more men should be assigned to the job
  - D. write his boss a report describing in detail how much time it is taking the men to do the job
14. An employee complains to you that some of his work assignments are too difficult to do alone. 14. \_\_\_\_\_  
Which of the following is the BEST way for you to handle this complaint?
- A. Go with him to see exactly what he does and why he finds it so difficult.
  - B. Politely tell the man that he has to do the job or be brought up on charges.
  - C. Tell the man to send his complaint to the head of your agency.
  - D. Sympathize with the man and give him easier jobs.
15. The BEST way for a supervisor to keep control of his work assignments is to 15. \_\_\_\_\_
- A. ask the men to report to him immediately when their jobs are finished
  - B. walk around the buildings once a week and get a firsthand view of what is being done
  - C. keep his ears open for problems and complaints, but leave the men alone to do the work
  - D. write up a work schedule and check it periodically against the actual work done

16. A supervisor made a work schedule for his men. At the bottom of it, he wrote, *No changes or exceptions will be made in this schedule for any reason.* 16. \_\_\_\_\_  
For the supervisor to have made this statement is
- A. *good* because the men will respect the supervisor for his attitude
  - B. *bad* because there are emergencies and special situations that occur
  - C. *good* because each man will know exactly what is expected of him
  - D. *bad* because the men should expect that no changes will ever be made in the work schedule without written permission
17. Which one of the following would NOT be a result of a well-planned work schedule? 17. \_\_\_\_\_  
The schedule
- A. makes efficient use of the time of the staff
  - B. acts as a check list for an important job that might be left out
  - C. will give an idea of the work to a substitute supervisor
  - D. shows at a glance who the best men are
18. A new piece of equipment you have ordered is delivered. You are familiar with it, but the men under you who will use it do not know the equipment. Of the following methods, which is the BEST to take in explaining to them how to operate this equipment? 18. \_\_\_\_\_
- A. Ask the men to watch other crews using the equipment.
  - B. Show one reliable man how to operate the equipment and ask him to teach the other men.
  - C. Ask the men to read the instructions in the manual for the equipment.
  - D. Call the men together and show them how to operate the equipment.
19. One supervisor assigns work to his men by calling his crew together each week and describing what has to be done that week. He then tells them to arrange individual assignments among themselves and to work as a team during the week. 19. \_\_\_\_\_  
This method of scheduling work is a
- A. *good* idea because this guarantees that the men will work together
  - B. *bad* idea because responsibility for doing the job is poorly fixed
  - C. *good* idea because the men will finish the job in less time, working together
  - D. *bad* idea because the supervisor should always stay with his men
20. Suppose that an employee came to his supervisor with a problem concerning his assignment. 20. \_\_\_\_\_  
For the supervisor to listen to this problem is a
- A. *good* idea because a supervisor should always take time off to talk when one of his men wants to talk
  - B. *bad* idea because the supervisor should not be bothered during the work day
  - C. *good* idea because it is the job of the supervisor to deal with problems of job assignment
  - D. *bad* idea because the employee could start annoying the supervisor with all sorts of problems

21. Suppose that on the previous afternoon you were looking for an experienced employee in order to give him an emergency job and he was missing from his job location. The next morning, he tells you that he got sick suddenly and had to go home, but could not tell you since you were not around. He has never done this before. What should you do? 21. \_\_\_\_\_
- A. Tell the man he is excused and that in such circumstances he did the wisest thing.
  - B. Bring the man up on charges because whatever he says he could still have notified you.
  - C. Have the man examined by a doctor to see if he really was sick the day before.
  - D. Explain to the man that he should make every effort to tell you or to get a message to you if he must leave.
22. An employee had a grievance and went to his supervisor about it. The employee was not satisfied with the way the supervisor tried to help him and told him so. Yet, the supervisor had done everything he could under the circumstances. The PROPER action for the supervisor to take at this time is to 22. \_\_\_\_\_
- A. politely tell the employee that there is nothing more for the supervisor to do about the problem
  - B. let the employee know how he can bring his complaint to a higher authority
  - C. tell the employee that he must solve the problem on his own since he did not want to follow the supervisor's advice
  - D. suggest to the employee that he ask another supervisor for assistance
23. In which of the following situations is it BEST to give your men spoken rather than written orders? 23. \_\_\_\_\_
- A. You want your men to have a record of the instructions.
  - B. Spoken instructions are less likely to be forgotten.
  - C. An emergency situation has arisen in which there is no time to write up instructions.
  - D. There are instructions on time and leave regulations which are complicated.
24. One of your employees tells you that a week ago he had a small accident on the job but he did not bother telling you because he was able to continue working. For the employee not to have told his supervisor about the accident was 24. \_\_\_\_\_
- A. *good* because the accident was a small one
  - B. *bad* because all accidents should be reported, no matter how small
  - C. *good* because the supervisor should be bothered only for important matters
  - D. *bad* because having an accident is one way to get excused for the day
25. For a supervisor to deal with each of his subordinates in exactly the same manner is 25. \_\_\_\_\_
- A. *poor* because each man presents a different problem and there is no one way of handling all problems
  - B. *good* because once a problem is handled with one man, he can handle another man with the same problem
  - C. *poor* because the men will resent it if they are not handled each in a better way than others
  - D. *good* because this assures fair and impartial treatment of each subordinate
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**KEY (CORRECT ANSWERS)**

- 1. B
- 2. D
- 3. D
- 4. C
- 5. C
  
- 6. D
- 7. B
- 8. B
- 9. A
- 10. C

- 11. B
- 12. A
- 13. C
- 14. A
- 15. D
  
- 16. B
- 17. D
- 18. D
- 19. B
- 20. C

- 21. D
  - 22. B
  - 23. C
  - 24. B
  - 25. A
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## TEST 2

DIRECTIONS: Each question or incomplete statement is followed by several suggested answers or completions. Select the one that BEST answers the question or completes the statement. *PRINT THE LETTER OF THE CORRECT ANSWER IN THE SPACE AT THE RIGHT.*

1. Jim Johnson has been on your staff for over four years. He has always been a conscientious and productive worker. About a month ago, his wife died; and since that time, his work performance has been very poor. 1. \_\_\_\_\_  
As his supervisor, which one of the following is the BEST way for you to deal with this situation?
  - A. Allow Jim as much time as he needs to overcome his grief and hope that his work performance improves.
  - B. Meet with Jim to discuss ways to improve his performance.
  - C. Tell Jim directly that you are more concerned with his work performance than with his personal problem.
  - D. Prepare disciplinary action on Jim as soon as possible.
  
2. You are responsible for the overall operation of a storehouse which is divided into two sections. Each section has its own supervisor. You have decided to make several complex changes in the storekeeping procedures which will affect both sections. Of the following, the BEST way to make sure that these changes are understood by the two supervisors is for you to 2. \_\_\_\_\_
  - A. meet with both supervisors to discuss the changes
  - B. issue a memorandum to each supervisor explaining the changes
  - C. post the changes where the supervisors are sure to see them
  - D. instruct one supervisor to explain the changes to the other supervisor
  
3. You have called a meeting of all your subordinates to tell them what has to be done on a new project in which they will all be involved. Several times during the meeting, you ask if there are any questions about what you have told them. Of the following, to ask the subordinates whether there are any questions during the meeting can BEST be described as 3. \_\_\_\_\_
  - A. *inadvisable* because it interferes with their learning about the new project
  - B. *advisable* because you will find out what they don't understand and have a chance to clear up any problems they may have
  - C. *inadvisable* because it makes the meeting too long and causes the subordinates to lose interest in the new project
  - D. *advisable* because it gives you a chance to learn which of your subordinates are paying attention to what you say
  
4. As a supervisor, you are responsible for seeing to it that absenteeism does not become a problem among your subordinates. 4. \_\_\_\_\_  
Which one of the following is NOT an acceptable way of controlling the problem of excessive absences?
  - A. Distribute a written statement to your staff on the policies regarding absenteeism in your organization.
  - B. Arrange for workers who have the fewest absences to talk to those workers who have the most absences.
  - C. Let your subordinates know that a record is being kept of all absences.
  - D. Arrange for counseling of those employees who are frequently absent.

5. One of your supervisors has been an excellent worker for the past two years. There are no promotion opportunities for this worker in the foreseeable future. Due to the city's present budget crisis, a salary increase is not possible. Under the circumstances, which one of the following actions on your part would be MOST likely to continue to motivate this worker? 5. \_\_\_\_\_
- A. Tell the worker that times are bad all over and jobs are hard to find.
  - B. Give the worker less work and easier assignments.
  - C. Tell the worker to try to look for a better paying job elsewhere.
  - D. Seek the worker's advice often and show that the suggestions provided are appreciated.
6. As a supervisor in a warehouse, it is important that you use your available work force to its fullest potential. Which one of the following actions on your part is MOST likely to increase the effectiveness of your work force? 6. \_\_\_\_\_
- A. Assigning more workers to a job than the number actually needed.
  - B. Eliminating all job training to allow more time for work output.
  - C. Using your best workers on jobs that average workers can do.
  - D. Making sure that all materials and equipment used are maintained in good working order.
7. You learn that your storage area will soon be undergoing changes which will affect the work of your subordinates. You decide not to tell your subordinates about what is to happen. Of the following, your action can BEST be described as 7. \_\_\_\_\_
- A. wise because your subordinates will learn of the changes for themselves
  - B. unwise because your subordinates should be advised about what is to happen
  - C. wise because it is better for your subordinates to continue working without being disturbed by such news
  - D. unwise because the work of your subordinates will gradually slow down
8. In making plans for the operation of your unit, you are MOST likely to see these plans carried out successfully if you 8. \_\_\_\_\_
- A. allow your staff to participate in developing these plans
  - B. do not spend any time on the minor details of these plans
  - C. base these plans on the past experiences of others
  - D. allow these plans to interact with outside activities in other units
9. As a supervisor in charge of the total operation of a food supply warehouse, you find vandalism to be a potentially serious problem. On occasion, trespassers have gained entrance into the facility by climbing over an unprotected 8-foot fence surrounding the warehouse whose dimensions measure 100 feet by 100 feet. Assuming that all of the following would be equally effective ways in preventing these breaches in security in the situation described above, which one would be LEAST costly? 9. \_\_\_\_\_
- A. Using two trained guard dogs to roam freely throughout the facility at night.
  - B. Hiring a security guard to patrol the facility after working hours.
  - C. Installing tape razor wire on top of the fence surrounding the facility.
  - D. Installing an electronic burglar alarm system requiring the installation of a new fence.



10. The area for which you have program responsibility has undergone recent changes. Your staff is now required to perform many new tasks, and morale is low. The LEAST effective way for you to improve long-term staff morale would be to 10. \_\_\_\_\_
- A. develop support groups to discuss problems
  - B. involve staff in job development
  - C. maintain a comfortable social environment within the group
  - D. adequately plan and give assignments in a timely manner
11. As a supervisor in a large office, one of your subordinate supervisors stops you in the middle of the office and complains loudly that he is being treated unfairly. The rest of the staff ceases work and listens to the complaint. The MOST appropriate action for you to take in this situation is to 11. \_\_\_\_\_
- A. ignore this unprofessional behavior and continue on your way
  - B. tell the supervisor that his behavior is unprofessional and he should learn how to conduct himself
  - C. explain to the supervisor why you believe he is not being treated unfairly
  - D. ask the supervisor to come to your office at a specific time to discuss the matter
12. You are told that one of your subordinates is distributing literature which attempts to recruit individuals to join a particular organization. Several workers complain that their rights are being violated. Of the following, the BEST action for you to take FIRST is to 12. \_\_\_\_\_
- A. ignore the situation because no harm is being done
  - B. discuss the matter further with your supervisor
  - C. ask the worker to stop distributing the literature
  - D. tell the workers that they do not have to read the material
13. You have been assigned to develop a short training course for a recently issued procedure. In designing this course, which of the following statements is the LEAST important for you to consider? 13. \_\_\_\_\_
- A. The learning experience must be interesting and meaningful in terms of the staff member's job.
  - B. The method of teaching must be strictly followed in order to develop successful learning experiences.
  - C. The course content should incorporate the rules and regulations of the agency.
  - D. The procedure should be consistent with the agency's objectives.
14. As a supervisor, there are several newly-promoted employees under your supervision. Each of these employees is subject to a probationary period PRIMARILY to 14. \_\_\_\_\_
- A. assess the employee's performance to see if the employee should be retained or removed from the position
  - B. give the employee the option to return to his former employment if the employee is unhappy in the new position
  - C. give the employee an opportunity to learn the duties and responsibilities of the position
  - D. judge the employee's potential for upward mobility in the future

15. An employee under your supervision rushes into your office to tell you he has just received a telephone bomb threat. As the administrative supervisor, the FIRST thing you should do is 15. \_\_\_\_\_
- A. evacuate staff from the floor
  - B. call the police and building security
  - C. advise your administrator
  - D. do a preliminary search
16. After reviewing the Absence Control form for a unit under your supervision, you find that one of your staff members has a fifth undocumented sick leave within a six-month period. In this situation, the FIRST action you should take is to 16. \_\_\_\_\_
- A. discuss the seriousness of the matter with the staff member when he returns to work and fully document the details of the discussion
  - B. review the case with the location director and warn the staff member that future use of sick leave will be punished
  - C. submit the proper disciplinary forms to ensure that the staff member is penalized for excessive absences
  - D. request that the timekeeper put the staff member on doctor's note restriction
17. A subordinate supervisor recently assigned to your office begins his first conference with you by saying that he has learned something that another supervisor is doing that you should know about. After hearing this statement, of the following, the BEST approach for you to take is to 17. \_\_\_\_\_
- A. explain to the supervisor that the conference is to discuss his work and not that of his co-workers
  - B. tell the supervisor that you do not encourage a spy system among the staff you supervise
  - C. tell the supervisor that you will listen to his report only if the other supervisor is present
  - D. allow the supervisor to continue talking until you have enough information to make a decision on how best to respond
18. Assume that you are a supervisor recently assigned to a new unit. You notice that, for the past few days, one of the employees in your unit whose work is about average has been stopping work at about four o'clock and has been spending the rest of the afternoon relaxing at his desk. The BEST of the following actions for you to take in this situation is to 18. \_\_\_\_\_
- A. assign more work to this employee since it is apparent that he does not have enough work to keep him busy
  - B. observe the employee's conduct more closely for about ten days before taking any more positive action
  - C. discuss the matter with the employee, pointing out to him how he can use the extra hour daily to raise the level of his job performance
  - D. question the previous supervisor in charge of the unit in order to determine whether he had sanctioned such conduct when he supervised that unit

19. A new supervisor was assigned to your program four months ago. Although he tries hard, he has been unable to meet certain standards because he still has a lot to learn. As his supervisor, you are required to submit performance evaluations within a few days. How would you rate this employee on the tasks where he fails to meet standards because of lack of experience? 19. \_\_\_\_\_
- A. Satisfactory  
B. Conditional  
C. Unsatisfactory  
D. Unratable
20. You find that there is an important procedural error in a memo which you distributed to your staff several days ago. The BEST approach for you to take at this time is to 20. \_\_\_\_\_
- A. send a corrected memo to the staff, indicating what prior error was made  
B. send a corrected memo to the staff without mentioning the prior error  
C. tell the staff about the error at the next monthly staff meeting  
D. place the corrected memo on the office bulletin board
21. Your superior asks you, a supervisor, about the status of the response to a letter from a public official concerning a client's case. When you ask the subordinate who was assigned to prepare the response to give you the letter, the subordinate denies that it was given to him. You are certain that the subordinate has the letter, but is withholding it because the response has not yet been prepared. 21. \_\_\_\_\_
- Of the following, in order to secure the letter from the subordinate, you should FIRST
- A. accuse the subordinate of lying and demand that the letter be given to you immediately  
B. say that you would consider it a personal favor if the subordinate would find the letter  
C. continue to question the subordinate until he admits to having been given the letter  
D. offer a face-saving solution, such as asking the subordinate to look again for the letter
22. As a supervisor, you have been assigned to write a few paragraphs to be included in the agency's annual report, describing a public service agency department this year as compared to last year. 22. \_\_\_\_\_
- Which of the following elements basic to the agency is LEAST likely to have changed since last year?
- A. Mission  
B. Structure  
C. Technology  
D. Personnel
23. As a supervisor, you have been informed that a grievance has been filed against you, accusing you of assigning a subordinate to out-of-title tasks. Of the following, the BEST approach for you to take is to 23. \_\_\_\_\_
- A. waive the grievance so that it will proceed to a Step II hearing  
B. immediately change the subordinate's assignment to avoid future problems  
C. respond to the grievance, giving appropriate reasons for the assignment  
D. review the job description to ensure that the subordinate's tasks are not out-of-title

24. Which of the following is NOT a correct statement about agency group training programs in a public service agency? 24. \_\_\_\_\_
- A. Training sessions continue for an indefinite period of time.
  - B. Group training sessions are planned for designated personnel.
  - C. Training groups are organized formally through administrative planning.
  - D. Group training is task-centered and aimed toward accomplishing specific educational goals.
25. As a supervisor, you have submitted a memo to your superior requesting a conference to discuss the performance of a manager under your supervision. The memo states that the manager has a good working relationship with her staff; however, she tends to interpret agency policy too liberally and shows poor administrative skills by missing some deadlines and not keeping proper controls. 25. \_\_\_\_\_
- Which of the following steps should NOT be taken in order to prepare for this conference with your superior?
- A. Collect and review all your notes regarding the manager's prior performance.
  - B. Outline your agenda so that you will have sufficient time to discuss the situation.
  - C. Tell the manager that you will be discussing her performance with your superior.
  - D. Clearly define objectives which will focus on improving the manager's performance.

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## KEY (CORRECT ANSWERS)

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|-------|-------|
| 1. B  | 11. D |
| 2. A  | 12. C |
| 3. B  | 13. B |
| 4. B  | 14. A |
| 5. D  | 15. B |
| 6. D  | 16. A |
| 7. B  | 17. D |
| 8. A  | 18. C |
| 9. C  | 19. B |
| 10. C | 20. A |
| 21. D |       |
| 22. A |       |
| 23. C |       |
| 24. A |       |
| 25. C |       |
-