

**New York State  
Department of Civil Service**

*Committed to Innovation, Quality, and Excellence*

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*A General Guide to  
Written Tests*

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Andrew M. Cuomo  
*Governor*

The New York State Department of Civil Service has developed this guide to give you some general information on written tests for State civil service examinations. If you have questions, or if you need additional assistance, please contact the Exams Information Desk at the Department of Civil Service in the Albany area at 518-457-6216 or outside of the Albany area toll free at 1-877-697-5627.

The guide includes sections on:

- Examination Announcement
- Admission Notice
- Tips for Completing Written Test Materials
- Test Security
- Conclusion

### **Examination Announcement**

The examination announcement is available online and as a printed document. The announcement contains the examination number, title, test date(s), minimum qualifications, subject(s) of examination, how to apply, and other important information. Be sure to read this information carefully.

When a written test is part of the examination, the announcement describes the subject areas, or “subtests,” that will be covered. Sample test material is available for some subtests, as stated in the subtest description. You may view or print a copy of the sample test material by clicking on the active link provided in the online announcement. If you do not have access to the online announcement, you may also request a printed copy by contacting the Exams Information Desk.

### **Admission Notice**

Shortly before the test date, you will receive an Admission Notice for the written test. If your test is scheduled for more than one test date, you will be sent a separate Admission Notice for each test date. If you have not received your Notice three days before the test date, call (518) 474-6470 in the Albany area or, toll free at 1-877-697-5627 [press 2, then press 1].

The Admission Notice will tell you when and where to report to take the test. Allow plenty of time to travel to the test site, to find the correct location and to park, if necessary. Be sure to bring your Admission Notice with you to the test site, along with your photo identification, and two No. 2 pencils. Unless otherwise indicated, you may also bring a quiet, hand-held, solar- or battery- powered calculator. You will have to present your Admission Notice at the test center, so be sure to bring it with you on the day of the test.

### **Tips for Completing Written Test Materials**

- **Read all directions, instructions, and test materials carefully.**

Carefully read and follow all directions and any special instructions for the test. If sample test materials are provided, review them to become familiar with the subject area and format.

Read all test materials carefully. Be sure you fully understand the question or problem and the answer choices presented before you select and mark your answer.

- **Answer all questions designated for your examination(s).**

At the test site, you will be given Candidate Directions that identify the Test Booklet(s) and question numbers to be completed for each examination. You are responsible for determining which questions you are to answer, for making sure you have the correct Test Booklet(s), and for completing all test material required for your examination(s).

- **Mark your answers accurately on the separate, scannable answer sheet.**

At the test site, you will be given one or more Test Booklets and a separate, scannable answer sheet for each Test Booklet. The answer sheets will be scanned and scored by computer. To receive full credit for your answers:

- ✓ Use a No. 2 pencil to mark your answers
- ✓ Fill in all identification information required for each answer sheet
- ✓ As you mark your answers, be sure the Test Booklet identified on the answer sheet matches the Test Booklet you are using.
- ✓ As you mark your answers, be sure the number and letter of the answer you mark on the answer sheet match the question number and letter of the answer you have selected from the Test Booklet.

- **Budget your time wisely.**

The total time allowance is based on the amount of test material covered in a group of related examinations or “series.” The maximum time allowance for a single test date is 8 hours.

Time allowances vary with examination series. If you need to know the total time allowance for your written test before test date, you may contact this Department for that information.

At the test site, on the day of the test, make note of the total time allowance, the starting and stopping times, and the test materials that you must complete for your examination(s).

After the monitor announces that you may begin the test, you may look over your test materials to help you estimate how much time you will need to complete each part. Keep track of the time as you are working. If you skip over some questions, be sure to come back to them before you complete the test and turn in your test materials.

## **Test Security**

All written test materials for these examinations are the property of the New York State Department of Civil Service. Candidates must not remove test material from the test site or reproduce, reconstruct, or discuss the test content with others.

Unauthorized possession or disclosure of the test material is prohibited by law. Candidates found to have violated test security may be disqualified from their examination(s) and may also be disqualified from taking any civil service examination for five years. In some cases, violations may also result in disciplinary action, fine, and/or imprisonment.

A few final words of caution:

- Do **not** remove any test material from the test room and do not paraphrase, reconstruct, or reproduce the test material in any way, either orally or in writing.
- Do **not** discuss the test material with others. Not all candidates take the test on the same day, and you may unknowingly pass along information to a candidate who has not yet taken the test.
- Be careful to observe test security requirements before, during, and after the test.

## **Conclusion**

Your attitude and approach to the test will influence how well you perform. A positive attitude will help you do your best.

### **Before the test ...**

- Review this guide, the subtest titles, descriptions, and any sample test materials available to familiarize yourself with what the test will cover.
- Study and review the subject areas to be covered on the test.

### **On the day of the test ...**

- Allow yourself enough time for traveling to the test site and locating your test room.
- Bring your Admission Notice, two No. 2 pencils, and a photo ID containing your signature.
- Unless otherwise indicated, you may bring a quiet, hand-held, solar- or battery-powered calculator.
- Do **not** bring any device with a typewriter keyboard, such as a “Spell Checker,” “Personal Digital Assistant (PDA),” “Address Book,” “Language Translator,” “Dictionary,” or other, similar device to the test site.
- Do **not** bring cell phones, beepers, headphones, or any electronic or other communication devices to the test site. The use of such devices at the test site in the test room, hallways, restrooms, building, grounds, or other areas could result in your disqualification.
- Do **not** bring books or reference materials to the test site.
- Do **not** bring this guide or sample test materials to the test site.

### **During the test ...**

- Read and follow all directions on your Admission Notice, and test administration materials, including Candidate Directions, Test Booklets, and answer sheets.
- Follow the Monitor's instructions; raise your hand if you have questions or need help.
- Organize your work accordingly and keep track of the time.

### **After the test ...**

- Continue to observe test security prohibitions by not removing any test materials from the test room, by not reconstructing or reproducing test materials, and by not discussing the test.

This guide was developed to give you a better understanding of what to expect on a written test.  
We hope it will help you do your best on your test.

It is the policy of the New York State Department of Civil Service to provide reasonable accommodation to ensure effective communication of information to individuals with disabilities. If you need an auxiliary aid or service to make this information available to you, please contact the New York State Department of Civil Service Public Information Office at (518) 457-9375.

Visit the New York State  
Department of Civil Service web site  
[www.cs.state.ny.us](http://www.cs.state.ny.us)



New York State  
Department of Civil Service  
Albany, NY 12239

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**Sample Test Material for:**

**Administration**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be presented with situations in which you must apply knowledge of administrative principles and practices in order to answer the question correctly.

**SAMPLE QUESTION:**

Which one of the following is the **most** important reason to record a new policy in writing once it has been adopted?

- A. to ensure the acceptance of the new policy by staff
- B. to minimize confusion in the interpretation of the new policy
- C. to stop the practice of giving special consideration to individual cases
- D. to ensure that the policy is integrated into the organization's mission

*The correct answer to this sample question is Choice B.*

**Solution:**

This question asks for the most important reason to record a new policy in writing.

Choice A is not correct. Staff must be brought into the process of policy development before the policy is adopted to decrease possible staff resistance to the new policy.

Choice B is the correct answer to this question. The written record of the policy will serve as the definitive reference for issues or situations that the policy covers.

Choice C is not correct. Organizational policies serve as a guide to provide consistency in decision-making for those cases that are covered by the policy, but no policy will cover every possible circumstance or situation. There may be exceptional cases with special circumstances that are not fully covered by the policy. These exceptional cases must be considered individually on a case by case basis.

Choice D is not correct. Having a policy in writing will not ensure that the policy is integrated into the organization's mission. Integration of the policy into the organization's mission should have occurred when the policy was being drafted.

## Sample Test Material for:

### Administrative analysis

Test material will be presented in a multiple-choice question format.

**Test Task:** In this subject area, you will be required to answer factual and situational questions in areas dealing with planning, implementing, analyzing, evaluating, and improving existing or proposed components of an organization, such as programs and policies, and work methods and procedures.

#### SAMPLE QUESTION:

A change in the law affecting your agency's operations has recently been passed. After identifying a need, your agency recommended this change more than a year ago. Your unit did not do the analysis which lead to the recommendation; however, you have been assigned the responsibility of developing a plan for your agency to follow in carrying out the revisions in the law. After reading the statute, which one of the following should you do FIRST?

- A. Ask your agency budget staff for advice regarding cost factors that would need to be considered.
- B. Meet with the units most likely to be affected to discuss the changes in the law.
- C. Seek advice from someone else within your agency who has prior experience in implementing new laws.
- D. Review your agency's comments on the legislation and get an opinion from your agency's legal office.

*The correct answer to this sample question is choice D.*

#### Solution:

**Choice A** is not correct. It would be premature to get advice from your agency budget staff before you have developed a list of options in how to implement the change in the law. They would need to know the specifics of your plan before they could provide you with usable cost information.

**Choice B** is not correct. You should obtain the legal interpretation of the revised statute from the legal staff before meeting with the affected units, because those units do not have that expertise. Without the correct legal interpretation any discussion with the affected units might lead to invalid recommendations.

**Choice C** is not correct. While seeking advice from someone with prior experience might be helpful, it is better to first understand the task. That understanding can be acquired by reviewing the agency's comments and obtaining the opinion of the legal staff. With a full understanding of the task, you would be in a better position to ask useful questions from the experienced person. In addition, some of the actions taken in implementing a new law might not be appropriate to the task of implementing revisions to an existing law.

**Choice D** is the correct answer to this question. It is the best first step because you need to become thoroughly familiar with the agency's reasons for requesting the change in the law and its legal implications. The agency would have included their reasons along with the background information submitted with their original recommendation. The opinion of the legal staff is necessary because they are best able to tell what the wording of the law means and allows with respect to what the agency wanted.



**Sample Test Material for:**

**Administrative management of work and resources**

**Test material will be presented in a job simulation exercise format.**

**For more information about this format, please see the section titled *More Information on Job Simulation Exercises* that follows the Sample Job Simulation Exercise.**

**Test Task:** You will be given **Background** information on a fictional agency and your role in the agency. You will then be presented with a series of situations. Each situation will be followed by a list of choices that represent possible responses one could make. You will need to read the information presented and select the best choice(s) to take to collect relevant information and/or resolve the problem(s) in the situation described.

**SAMPLE JOB SIMULATION EXERCISE:**

**Background and Sections A and B:**

**BACKGROUND**  
**New York State Department of Regulations**

A new bureau, the **Bureau of Communications**, has just been organized within the New York State Department of Regulations. The Bureau Director is Rena Morgan. The Bureau's principal objective is the efficient and effective flow of communication and information within and among divisions in the Department and between the Department and its publics.

The **Bureau of Communications** is comprised of three groups:

- The **Public Relations Group** serves as the liaison between the Department's Commissioner and Executive Office, and the public -- primarily the media.
- The **Freedom of Information Group** maintains and processes requests from individuals and groups for information under the Freedom of Information Laws and Regulations.
- The **Central Communications Group** serves as an information and communication center for Department management and the general public.

You have recently been appointed as Head of the Central Communications Group within the Bureau of Communications. The principal functions and activities of your group are as follows:

- Make and coordinate presentations on Department issues to the public and other interest groups.
- Respond to letters and telephone inquiries on general issues pertinent to Department operations.
- Serve as liaison between the Department and Legislative staff.
- Produce Department publications.
- Design Department forms for public and internal use.
- Prepare Department annual report and other reports as assigned.
- Assist Public Relations Group staff with publicity issues.
- Review communication flow within the Department and recommend necessary improvements.
- Assist in drafting and disseminating Department policies and procedures.

Your supervisor is Rena Morgan, Director, Bureau of Communications.

As Head of the Central Communications Group, you supervise a secretary and three unit supervisors:

- Sandra Fineberg, Secretary 1
- Frank Williams, Supervisor, Agency Publication Unit
- Mary Walters, Supervisor, Agency Presentations Unit
- Bill Richards, Supervisor, Legislative Inquiries Unit

Frank Williams and Mary Walters are both experienced employees. Frank and Mary each supervise two professional staff. Bill Richards has recently been assigned to your group after spending the first 18 months of his agency employment in one of the Department's line divisions. Bill's unit has one professional staff position, which is currently vacant. In addition to working as your secretary, Sandra Fineberg also provides word processing support to Frank, Mary, and Bill and their unit staff.

You have been Head of the Central Communications Group for just under a month. After three days away from the office, you find the following items in your in-basket:

- a memo from Bill Richards to Rena Morgan, concerning a new training course
- a memo from Bill Richards to you, concerning his workload
- a memo from Sandra Fineberg to you, concerning Bill Richards

**READ THE IN-BASKET MATERIALS WHICH FOLLOW.**

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**IN-BASKET ITEM ONE  
M E M O R A N D U M**

**TO:** Rena Morgan, Director, Bureau of Communications  
**FROM:** Bill Richards  
**SUBJECT:** What this Department needs . . .

**TO:** *You*

*What is this about?*  
*Rena*

. . . is a new training course on "Ethical Decision Making."

From my experience in working with public inquiries and Department correspondence, it strikes me that our decisions are difficult, and the "best" solutions are seldom without costs. Yet we need to make these decisions without undue delay.

In one of my graduate courses, we studied F. Mosher, who emphasized the need for flexibility and value priorities in public decision-making. There is a high ethical content in governmental decisions - often they do not succumb neatly to factual analysis. Rarely are they totally right or totally wrong. And the public character of this Department's decisions adds complicating dimensions to ethical behavior.

Anyway, I have lots of ideas that would be useful for this course. I'd like to present it to interested Department employees in general and bureau staff in particular (they need it!).

I'm available to discuss this in further detail, at your convenience.

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**IN-BASKET ITEM TWO**  
**M E M O R A N D U M**

**TO:** You, Head, Central Communications Group  
**FROM:** Bill Richards  
**SUBJECT:** Workload

I am pleased to be assigned to this group, since the work involves critical activities occurring throughout the Department. I enjoy most of the work I have had to date, and am always eager for more.

However, I get the impression that you think some of my work is "incomplete" or has "erroneous" information. Let me point out that I probably produce more than Frank's and Mary's units combined. Maybe if they did more of their share of the work I would feel less rushed.

So far all of my assignments involve gathering information or preparing letters or reports under very tight deadlines. I would like to get some assignments that involve longer range planning or project development as well as get a chance to do some public speaking. Also, there are some divisions I am not familiar with. If I knew more about the work of these divisions, I'm sure my work would be even better.

I would appreciate the opportunity to discuss better ways of scheduling the workload with you as soon as possible. I had a course in workload scheduling if that will be of any help.

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**IN-BASKET ITEM THREE**  
**M E M O R A N D U M**

**TO:** You, Head, Central Communications Group  
**FROM:** Sandra Fineberg, Secretary 1

Bill Richards has insulted me again, and I feel it is just not fair. I must do work for four people in this group, but Bill insists that his work is "top priority" and should be done first. He told me I am just too slow!

I don't need this. I am going to request a transfer if the situation continues.

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**Continue now with SECTION A**

## SECTION A

To address the most urgent of these three memos, you would first deal with: **(Choose ONLY ONE.)**

1. Bill's memo and Rena's note about Bill's proposed training course
2. Bill's memo about the group's workload
3. Sandra's memo about Bill

- Mark 'A' on your answer sheet if you are **selecting** that choice or action.
- Mark 'B' on your answer sheet if you are **not selecting** that choice or action.
- You **must** mark A **or** B for **each** choice presented.

**Then, go to SECTION B on the next page.**

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## SECTION B

Rena calls you and expresses her concern about Bill Richards' manner in working with others. Rena comments that Bill produces a substantial amount of work, but it is not always accurate. Rena also says that she considers Bill abrasive and argumentative. She asks you to talk with Bill further and then get back to her.

You would now: **(Choose UP TO TWO.)**

4. Review available records of Bill's work performance and relationships.
5. Ask Frank and Mary if they have had any personal problems working with Bill.
6. Check informally with others in the Department and see how they view Bill.
7. Briefly review Frank's, Mary's, and Bill's unit assignments and overall workload.
8. Ask Sandra for a written list of the problems she has had with Bill.
9. Contact the director of the line division where Bill was employed for the last 18 months.

- Mark 'A' on your answer sheet if you are **selecting** that choice or action.
- Mark 'B' on your answer sheet if you are **not selecting** that choice or action.
- You **must** mark A **or** B for **each** choice presented.

**This is the end of the Sample Background and Sections A and B.**

**The Solutions to Sections A and B are found on the following page.**

### **Solution to Sections A and B from the Sample Job Simulation Exercise:**

**In the preceding sample Section A**, the *most important* memo to address first is choice 3, and this choice is valued at +1. The memos described in choices 1 and 2 will require attention, but are not as critical as the urgent concerns expressed in Sandra Fineberg's memo (choice 3). Therefore, choices 1 and 2 are valued at 0.

Listed below are all the choices presented in sample Section A and their assigned values:

1. Bill's memo and Rena's note about Bill's proposed training course **0**
2. Bill's memo about the group's workload **0**
3. Sandra's memo about Bill **+1**

**In the preceding sample Section B**, the most helpful steps to take in gathering information before talking with Bill are described in choices 4 and 7. Choice 4 offers more comprehensive information on the quality and quantity of Bill's work performance and relationships, and choice 7 provides objective information about the distribution of work, which Bill views as a problem (see preceding memo). Therefore, in this "Choose UP TO TWO" section, choices 4 and 7 are valued at +1. Choices 5, 6, 8, and 9 are either less effective or inappropriate; therefore, these choices are valued at 0.

Listed below are all the choices presented in sample Section B and their assigned values:

4. Review available records of Bill's work performance and relationships. **+1**
5. Ask Frank and Mary if they have had any personal problems working with Bill. **0**
6. Check informally with others in the Department and see how they view Bill. **0**
7. Briefly review Frank's, Mary's, and Bill's unit assignments and overall workload. **+1**
8. Ask Sandra for a written list of the problems she has had with Bill. **0**
9. Contact the director of the line division where Bill was employed for the last 18 months. **0**

### **Scoring Sections A and B from the Sample Job Simulation Exercise:**

**Section A** is a "Choose ONLY ONE" section. There is only **one** positive choice in this section, choice 3, and that choice is valued at +1. There are two other choices in this section, choices 1 and 2, and they are valued at 0.

In a "Choose ONLY ONE" section, only one of the candidate's choices is scored. A choice with a value of 0 is scored before a choice with a value of +1.

- A candidate would receive the maximum credit for this section (+1) if the choice valued at +1 was selected and none of the choices valued at 0 were selected (i.e., if the candidate marked 'A' on the answer sheet for choice 3 and 'B' for choices 1 and 2).
- A candidate would receive a section score of 0 if either of the choices valued at 0 were selected.
- If a candidate selected **more than** one choice, only one choice would be scored. A choice valued at 0 would be scored and additional choices valued at 0 or +1 would **not** be scored.
- A candidate would receive a section score of 0 if **no** choices were selected.

**Section B** is a “Choose UP TO TWO” section. There are **two** positive choices in this section, choices 4 and 7, which are valued at +1. There are four other choices in this section, choices 5, 6, 8, and 9, and they are valued at 0.

In a “Choose UP TO TWO” section, only two of the candidate’s choices are scored. Choices with a value of 0 are scored before choices with a value of +1.

Some of the possible scoring outcomes include the following:

- A candidate would receive the maximum credit for this section (+2) if the two choices valued at +1 were selected and none of the choices valued at 0 were selected (i.e., if the candidate marked ‘A’ on the answer sheet for choices 4 and 7, and ‘B’ for choices 5, 6, 8, and 9.)
- A candidate who selected two choices, one valued at +1 and one valued at 0, would receive a section score of +1, the sum of the two choices.
- A candidate who selected *only one choice* would receive the score associated with that choice (i.e., either +1 or 0).
- If a candidate selected **more than** two choices, only two choices would be scored. The choices valued at 0 would be scored first, then the +1 choice, up to a maximum of two choices total.
- A candidate would receive a section score of 0 if **no** choices were selected.

### **End of Sample Job Simulation Exercise**

## **MORE INFORMATION ON JOB SIMULATION EXERCISES:**

Job simulation exercises present candidates with situational judgment problems, similar to those encountered on the job, and many possible answer choices.

Each answer choice is numbered. Candidates must select the best answer choice(s) presented and, on the separate scannable answer sheet, mark ‘A’ for the choice(s) selected and ‘B’ for the choice(s) not selected. Candidates must mark each and every answer choice as either one they are selecting or one they are **not** selecting.

In the preceding Sample Job Simulation Exercise, each choice has a value of +1 or 0. In sections that specify the number of choices to select (e.g. Choose ONLY ONE or Choose UP TO THREE), only that number of choices are scored. In these sections, a candidate’s choices with a value of 0 are scored before the candidate’s choices with a value of +1. If a candidate has selected more than the specified number, only the number of choices specified are scored.

To compute subtest scores for a job simulation exercise, candidate section scores are totaled and scaled according to the range of possible points for the subtest (e.g., 0 to 15, 0 to 30, etc.)

### Directions for Job Simulation Exercises:

The job simulation exercises will present you with situations that are similar to those you might encounter on the job. The job simulation exercise will start with **Background** information that will tell you about the job setting and your role in that setting. The Background may also include some job-related issues, situations, and/or resource materials for you to consider.

You will then be given a series of situations in simulation Sections. Each Section will present the situation and choices representing possible responses one could make in that situation. You are to read the information and select the best choice(s) to take to collect relevant information and/or resolve the problem(s) in the situation presented.

The job simulation exercise will start with **Section A**. The Sections will continue in alphabetical order (Section B, then Section C, etc.) to the end of the exercise. Each Section will present you with choices, and you are to select the most appropriate choice(s) from among those presented.

### Instructions for Selecting Answer Choices:

Each section will include an instruction on **how many** choices to select in that section. The instructions may tell you to:

- choose a specific number of choices, e.g., **“Choose ONLY ONE.”**
- choose **“up to”** a maximum number of choices, e.g., **“Choose UP TO THREE.”** (Candidates may choose fewer than three, but should not choose more than three.)
- choose as many choices as are appropriate, e.g., **“Choose AS MANY as are appropriate.”**

Follow the instructions to each section carefully. Failure to follow the instructions may result in a lower score.

### Instructions for Marking Answer Choices:

In order to be scored, all your answers must be recorded on a separate, scannable answer sheet. Using a No. 2 pencil, you are to mark ‘A’ for the choices you select and ‘B’ for the choices you are not selecting. The following instructions will appear at the end of each Section:

- Mark 'A' on your answer sheet if you are **selecting** that choice or action.
- Mark 'B' on your answer sheet if you are **not selecting** that choice or action.
- You **must** mark **A or B** for **each** choice presented.

You must mark either **A** or **B** for each choice presented because your answer sheet will be optically scanned by a machine that reads the darkest filled-in circle next to a choice number as your selection for that choice number. Marking **A** for choices you select and **B** for choices you do not select will ensure that your choices are recorded accurately.

Complete instructions on how to mark your answer sheet will be provided with your test materials on the day of your test. Be sure to follow these instructions carefully to ensure that your answers are scored correctly.

### End of More Information on Job Simulation Exercises

## **Sample Test Material for:**

### **Administrative supervision**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be presented with situations in which you must apply knowledge of the principles and practices of administrative supervision to answer the questions correctly. You will be placed in the role of a supervisor of a section, which is made up of several units. Each unit has a supervisor and several employees. All unit supervisors report directly to you.

#### **SAMPLE QUESTION:**

You have delegated a work project to two unit supervisors and have asked them to collaborate on it. Later, you observe two employees strongly arguing about which one of them is responsible for a certain activity within the work project. The arguing employees work for different units. Which one of the following actions is most appropriate for you to take in this situation?

- A. Intercede in the employees' argument and settle it.
- B. Meet with the unit supervisors of the two employees and inform them of the situation you observed.
- C. Inform one unit supervisor of the situation and ask this supervisor to take care of it.
- D. Set up a meeting that includes both unit supervisors and both employees to resolve the situation.

*The correct answer to this sample question is Choice B.*

#### **Solution:**

Choice A is not correct. In your position, you supervise properly by giving direction through your unit supervisors. By taking this choice, you are not allowing your unit supervisors to handle a problem involving their staff members. Also, it is not reasonable that you would be able to settle the employees' dispute. Earlier, you delegated the work project to the two unit supervisors, who would be responsible for assigning activities related to the project. The two unit supervisors must deal with the problem.

Choice B is the correct answer to this question. The two unit supervisors are collaborating on the work project and therefore giving the assignments. You should meet with them and tell them about the employees' argument. The unit supervisors should be informed about the point of contention and the fact that the two employees had a heated argument. The unit supervisors must then work out a way to handle the situation.

Choice C is not correct. Speaking to only one supervisor about the situation means that the second supervisor may be uninformed, or only partly informed, about the situation. You cannot be assured that the first supervisor will include the second supervisor in finding a way to settle the issue. If the first unit supervisor chooses to handle the situation on his own and speak to both employees, this supervisor would be giving direction to one employee from another unit. This is not good supervisory practice. Also, in taking Choice C, you are favoring one supervisor and slighting the other.

Choice D is not correct. The unit supervisors need to come up with a way of handling the situation that you observed. To do this, they must be informed without the employees present. Also, by including the employees in the meeting, you may get a replay of their earlier argument, which is not helpful.



**Sample Test Material for:**

**Administrative techniques and practices**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be presented with situations in which you must apply knowledge of administrative principles and practices in order to answer the questions correctly.

**SAMPLE QUESTION:**

A training program in your agency has received a number of negative evaluations from the participants. You have been asked to determine whether changes should be made to the training program in response to these evaluations. Which one of the following actions should you take first in making this determination?

- A. Review the training methods.
- B. Review the content of the training materials.
- C. Review the goals of the training program.
- D. Review the evaluations with the training instructor.

*The correct answer to this sample question is Choice C.*

**Solution:**

This question asks for the action that you should take **FIRST** in determining whether changes should be made to the training program.

Choice A is not correct. Although reviewing the training methods may result in changes to the program, you cannot evaluate the methods unless you have a context against which these materials can be evaluated. You must first become familiar with the training goals before you can evaluate the training methods.

Choice B is not correct. Although reviewing the content of the training materials may result in changes to the program, you must first know what the goals of the training program are before you can evaluate the appropriateness of the training content.

Choice C is the correct answer to this question. The most important consideration in determining whether changes should be made to the training program is determining whether the program met its training goals. You must first become familiar with those goals before you can make this determination.

Choice D is not correct. Although you may eventually review the evaluations with the training instructor, you must first become familiar with the goals of the training to provide a context against which you can discuss the content of the participant evaluations.

**Sample Test Material for:**

**Analyzing information in text, data, images, or symbols**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** The questions in this subject area are contained in a number of sets, and candidates are provided with information in a variety of formats. Candidates must analyze and/or evaluate the information provided and then answer questions based on the results of their analysis and/or evaluation.

**SAMPLE QUESTION:**

**Instructions:**

Base your answer to the next question on the following *Excerpt from an annual evaluation of the Belmont Mental Health Outreach Program*, a fictitious State funded program.

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*Excerpt from evaluation of the Belmont Mental Health Outreach Program*

The Belmont Mental Health Outreach Program serves residents of the city of Belmont who need help obtaining mental health services. The purpose of the program is to assist individuals who might not know which services are available, how to obtain services, or how to successfully utilize services. To evaluate the success of the Outreach Program, staff surveyed some of the program's clients, using a questionnaire containing 20 questions. The questionnaire was given to all clients who came to the Outreach Program's main office reception area during the week of December 10<sup>th</sup>, from 8:00 a.m. until 12 Noon. Ninety percent of those clients completed the questionnaire. In response to the two questions regarding program satisfaction, 71% of the survey participants indicated that they were "satisfied" or "very satisfied."

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Given the information provided above, which one of the following descriptions provides the best assessment of the survey?

- A. Ninety percent (90%) of the people surveyed completed the questionnaire, which would lead to high confidence in the results.
- B. The survey shows that the majority of the outreach program's clients are satisfied with its service.
- C. The survey needs more questions to provide an accurate measure of the program's success.
- D. The results of this survey may not represent the opinions of the majority of the program's clients.

*The correct answer to the sample question 1 is Choice D.*

**Solution:**

To answer this question correctly, you must recognize that there may be differences between the clients who completed the questionnaire and the rest of the program's clients. Not only was the questionnaire given only to the clients who visited the office in December, but it was given only to the clients who visited the office during the morning hours of a single week. Giving the questionnaire only to the clients who are able or willing to visit the office during the morning could easily exclude clients who are employed or have challenges that make it difficult to leave home in the morning. In a similar vein, limiting the collection of data to one week in December also has the potential of excluding many clients. Because of this limitation, both choice A and choice B are incorrect. There is not enough information to support choice C.

**Sample Test Material for:**

**Effectively interacting with agency staff and members of the public**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be presented with a variety of situations in which you must apply knowledge of how best to interact with other people.

**SAMPLE QUESTION:**

A person approaches you expressing anger about a recent action by your department. Which one of the following should be your first response to this person?

- A. Interrupt to say you cannot discuss the situation until he calms down.
- B. Say you are sorry that he has been negatively affected by your department's action.
- C. Listen and express understanding that he has been upset by your department's action.
- D. Give him an explanation of the reasons for your department's action.

*The correct answer to this sample question is Choice C.*

**Solution:**

Choice A is not correct. It would be inappropriate to interrupt. In addition, saying that you cannot discuss the situation until the person calms down will likely aggravate the person further.

Choice B is not correct. Apologizing for your department's action implies that the action was improper.

Choice C is the correct answer to this question. By listening and expressing understanding that your department's action has upset the person, you demonstrate that you have heard and understand the person's feelings and point of view.

Choice D is not correct. While an explanation of the reasons for the action may be appropriate at a later time, at this moment the person is angry and would not be receptive to such an explanation.

**Sample Test Material for:**

**Evaluating conclusions based on factual information**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be given a set of **STATEMENTS** and a **CONCLUSION** based on the statements. You are to assume the statements are true. The conclusion is reached from these statements **ONLY -- NOT** on what you may happen to know about the subject discussed. Each question has three possible answers. You must then select the correct answer in the following manner:

Select **A**, if the statements **PROVE** that the **CONCLUSION** is **TRUE**.

Select **B**, if the statements **PROVE** that the **CONCLUSION** is **FALSE**.

Select **C**, if the statements are **INADEQUATE TO PROVE** the conclusion **EITHER TRUE OR FALSE**.

**SAMPLE QUESTION #1:**

**STATEMENTS:** All uniforms are cleaned by the Conroy Company. Blue uniforms are cleaned on Mondays or Fridays; green or brown uniforms are cleaned on Wednesdays. Alan and Jean have blue uniforms, Gary has green uniforms and Ryan has brown uniforms.

**CONCLUSION:** Jean's uniforms are cleaned on Wednesdays.

- A. statements prove the conclusion TRUE
- B. statements prove the conclusion FALSE
- C. statements are INADEQUATE to prove the conclusion

*The correct answer to this sample question is Choice B.*

**Solution:**

The last sentence of the **STATEMENTS** says that Jean has blue uniforms. The second sentence of the **STATEMENTS** says that blue uniforms are cleaned on Monday or Friday. The **CONCLUSION** says Jean's uniforms are cleaned on Wednesday. Wednesday is neither Monday or Friday. Therefore, the conclusion must be FALSE (choice B).

### **SAMPLE QUESTION #2:**

**STATEMENTS:** If Beth works overtime, the assignment will be completed. If the assignment is completed, then all unit employees will receive a bonus. Beth works overtime.

**CONCLUSION:** A bonus will be given to all employees in the unit.

- A. statements prove the conclusion TRUE
- B. statements prove the conclusion FALSE
- C. statements are INADEQUATE to prove the conclusion

*The correct answer to this sample question is Choice A.*

#### **Solution:**

The CONCLUSION follows necessarily from the STATEMENTS. Beth works overtime. The assignment is completed. Therefore, all unit employees will receive a bonus.

### **SAMPLE QUESTION #3:**

**STATEMENTS:** Bill is older than Wanda. Edna is older than Bill. Sarah is twice as old as Wanda.

**CONCLUSION:** Sarah is older than Edna.

- A. statements prove the conclusion TRUE
- B. statements prove the conclusion FALSE
- C. statements are INADEQUATE to prove the conclusion

*The correct answer to this sample question is Choice C.*

#### **Solution:**

We know from the statements that both Sarah and Edna are older than Wanda. We do not have any other information about Sarah and Edna. Therefore, no conclusion about whether or not Sarah is older than Edna can be made.

## Sample Test Material for:

### Logical reasoning

Test material will be presented in a multiple-choice question format.

There are 15 questions in this subject area.

**Test Task:** You will be presented with one or more pieces of information in the question stem and a number of related statements in the answer choices. You must use logic to determine the validity of the statements as they relate to the pieces of information presented.

#### SAMPLE QUESTION:

A program was created to educate citizens on the dangers of lead paint in older residential buildings. One of the program goals was to provide participants with information on how to safely contain or remove lead paint from their homes. If the program obtains funding from the Special Programs Fund for 2011, it will be able to continue for another year. If the program is terminated, program staff will be reassigned. The program currently has fifteen staff members, including the Director.

From the information given above, it can be validly concluded that

- A. If the program is unable to continue for another year, the program did not obtain funding from the Special Programs Fund for 2011.
- B. If the program will be able to continue for another year, the program obtained funding from the Special Programs Fund for 2011.
- C. If program staff are reassigned, the program was not terminated.
- D. If program staff are not reassigned, the program was terminated.

*The correct answer to this sample question is Choice A.*

#### Solution:

To answer this question correctly, you must recognize that the statement *“If the program obtains funding from the Special Programs Fund for 2011, it will be able to continue for another year.”* has several logical implications. One implication is that obtaining funds inevitably leads to the program being able to continue for another year. There may be many ways in which the program can be continued for another year. However, if the program cannot continue for another year, then no method of continuing it was obtained, including obtaining funding from the Special Programs Fund. Therefore choice A is correct.

Choice B is incorrect because there may be several ways of ensuring that the program continues for another year. Choices C and D are direct contradictions of the statement *“If the program is terminated, program staff will be reassigned.”* Therefore, choices C and D must be false.

## **Managing a Department of Health Program**

**Test material will be presented in a multiple-choice question format.**

These questions test for a working knowledge of the principles, policies, and strategies used in managing, administering, and evaluating a health program within the framework of the Department of Health organization. You will be presented with situations that might arise which would require you to effectively analyze resources and information; identify and resolve problems; work to achieve goals within given deadlines; assess program effectiveness; present and solicit information at all levels within and outside the agency; make recommendations to upper level management; and demonstrate an understanding of current Department of Health policies regarding administration, human resource management, supervision, contracts, fiscal management, and public affairs.

**Test Task:** This subject area will consist of 45 questions. You will be presented with situations that might arise in the management of a Health Department program. You may be asked to apply Department of Health procedures, show understanding of how to implement goals within given deadlines, assess program effectiveness, present and solicit information, how to make recommendations to upper level management, and demonstrate understanding of policies regarding administration, human resource management, supervision, contracts, fiscal management, and public affairs. Each question will be followed by four choices. You must use your knowledge of Department of Health policies to select the best choice.

### **SAMPLE QUESTION:**

One Monday morning, you receive a phone call from a colleague. She informs you that James Cross, a Health Program Administrator, was arrested over the weekend, but released on his own recognizance. The arrest was based on evidence that Mr. Cross diverted company funds to personal use while he worked for a private healthcare provider prior to being hired by the Department of Health. Your colleague says that the story will most likely show up on the afternoon or evening news today. You thank her for the information, and your colleague hangs up.

You should now take which one of the following actions?

- A. E-mail the person who supervises Mr. Cross and summarize what you have just learned.
- B. Call Mr. Cross into your office and question him on this situation.
- C. Inform Human Resources and ask for guidance on this situation.
- D. Arrange for Mr. Cross to be closely monitored on the job until the allegations are proven or disproven.

### **Solution:**

**Choice A** is not correct. It would place unfounded allegations into a permanent record and would not be appropriate.

**Choice B** is not correct. It would be premature and could complicate the investigation.

**Choice C** is correct and would ensure agency procedures and personnel laws are upheld.

**Choice D** is not correct. It could be construed as harassment by the employee and as there is only an allegation at this point may not be supported by personnel laws.

The correct answer to this sample question is **Choice C**.

## Managing Health Department Programs

**Test material will be presented in a multiple-choice question format.**

These questions will test for the ability to plan and implement activities involved in managing regional surveillance programs in the Health Department. You will be presented with situations that might arise in the management of such programs, which will require you to demonstrate an understanding of current Health Department policies and practices and the ability to effectively communicate within the department and with external groups. Situations may include oversight of surveys and investigations, coordination of programs and people, development of and implementation of emergency response plans, implementation of department goals and priorities, and assuring that health care programs provide quality care and services.

**Test Task:** This subject area will consist of 45 questions. You will be presented with situations that might arise in the management of a regional surveillance programs in the Health Department. You may be asked to apply Health Department policies and practices in communicating with groups within and outside of the department, in overseeing surveys and investigations, coordinating programs and people, developing and implementing emergency response plans and department goals and priorities. Each question will be followed by four choices. You must use your knowledge of Department of Health policies to select the best choice.

### SAMPLE QUESTION:

One Monday morning, you receive a phone call from a colleague. He informs you that Jenny Brandt, Health Care Survey 2 Nursing, was arrested over the weekend but released on her own recognizance. The arrest was based on evidence that Ms. Brandt diverted company funds to personal use while she worked for a private home health provider prior to being hired by the Department of Health. Your colleague says that the story will most likely show up on the afternoon or evening news today. You thank your colleague for the information, and he hangs up.

You should now take which one of the following actions?

- A. E-mail the person who supervises Ms. Brandt and summarize what you have just learned.
- B. Call Ms. Brandt into your office and question her on this situation.
- C. Inform Human Resources and ask for guidance on this situation.
- D. Arrange for Ms. Brandt to be closely monitored on the job until the allegations are proven or disproven.

### Solution:

**Choice A** is not correct. It would place unfounded allegations into a permanent record and would not be appropriate.

**Choice B** is not correct. It would be premature and could complicate the investigation.

**Choice C** is correct and would ensure agency procedures and personnel laws are upheld.

**Choice D** is not correct. It could be construed as harassment by the employee and as there is only an allegation at this point may not be supported by personnel laws.

The correct answer to this sample question is **Choice C**.



**Sample Test Material for:**

**Preparing reports and official documents**

**Test material will be presented in a multiple-choice question format.**

There are 30 questions in this subject area.

**Test Task:** You will be presented with questions that, as a group, require you to recognize correct or incorrect application of rules for written communication and to judge sentences and paragraphs for correct construction, content, and internal logic.

**GRAMMAR SAMPLE QUESTION:**

Which one of the following is grammatically incorrect?

- A. Every intern and trainee is aware of the security concerns.
- B. Neither the section head nor the supervisor has signed the evaluation form.
- C. More than half of the forms received last month were incomplete.
- D. The editorial changes, in addition to the new font, makes the manual more readable.

*The correct answer to this sample question is Choice D.*

**Solution:**

In Choice A, the subject, “Every intern and trainee,” is singular and requires a singular verb. “Is” is singular.

In Choice B, the subject closer to the verb, “supervisor,” is singular and requires a singular verb. “Has” is singular.

In Choice C, the subject, “More than half of the forms,” is plural and requires a plural verb. “Were” is plural.

In Choice D, the subject, “The editorial changes,” is plural and requires a plural verb. “Makes” is singular; therefore, choice D is incorrect.

### USAGE SAMPLE QUESTION:

Which one of the following sentences contains an incorrectly used word or words?

- A. We can adapt the floor plan to better suit our needs.
- B. Something has been done to address the high incidents of error.
- C. Two staff members share the job, working alternate days of the week.
- D. This criticism does not detract from the positive results of the program.

*The correct answer to this sample question is Choice B.*

#### **Solution:**

In Choice A, “adapt” is used correctly in this sentence.

In Choice B, “incidents” is mistakenly used for “incidence,” which fits the context of this sentence.

In Choice C, “alternate” is used correctly in this sentence.

In Choice D, “detract” is used correctly in this sentence.

### PUNCTUATION SAMPLE QUESTION:

Which one of the following sentences is punctuated incorrectly?

- A. The reimbursement unit, which will process your form is in the next office.
- B. Please let us know, Mr. Scott, if the terms are acceptable.
- C. Dora Porter, a telecommunications specialist, will be out liaison.
- D. It is a regularly scheduled audit, but some urgent issues will be addressed.

*The correct answer to this sample question is Choice A.*

#### **Solution:**

In Choice A, the relative clause “which will process your form,” should be separated from the rest of the sentence by two commas. The second comma is missing, so this sentence is punctuated incorrectly.

In Choice B, we have an example of direct address. When a person (Mr. Scott) is addressed directly, the name should be separated from the rest of the sentence by commas, as it is in this sentence.

In Choice C, we have an example of apposition. When the same individual is described in more than one way (“Dora Porter” and “a telecommunications specialist”), the additional information is separated from the rest of the sentence by commas, as it is in this sentence.

In Choice D, we have a compound sentence in which the two independent clauses are joined by the conjunction “but.” The appropriate punctuation for this construction is the placement of a comma before the conjunction, as is the case in this sentence.

## EDITING SAMPLE QUESTION 1:

Which one of the suggestions below gives the best advice concerning what, if anything, should be done to improve the following passage?

The current intern, unlike the two previous interns, have found the procedures manual to be an invaluable tool.

- A. Change “the two previous” to “the previous two.”
- B. Change “have” to “has.”
- C. Change “procedures” to “procedure’s.”
- D. Make no changes

*The correct answer to this sample question is Choice B.*

### **Solution:**

Choice A suggests a change that would not be an improvement. If the word “interns” were missing, a writer would be more likely to say “the previous two.” As the sentence is currently constructed, it flows better to say, “...current intern...previous interns...”

Choice B suggests a change that would improve the passage. The subject of the sentence is “intern,” a singular noun that requires a singular verb. “Have” is plural; “has” is singular. The additional information set off by commas, “unlike the two previous interns,” is not part of the subject and has no bearing on the choice of the verb.

Choice C suggests a change that would not be an improvement. “Procedures” is plural; “procedure’s” is singular possessive. The sentence refers to a manual that contains procedures; no ownership (possession) should be indicated.

Choice D is not viable since a change in the verb was necessary.

## EDITING SAMPLE QUESTION 2:

Which one of the choices below is the best editing of the following passage?

After reviewing the findings, the decision was made by Lee Santo and me to recommend that the investigation is continued by our unit until the end of the year.

- A. Lee Santo and me decided to recommend that our unit continue the investigation until the end of the year, after our review of the findings.
- B. After the findings had been reviewed by Lee Santo and me, we recommended that the investigation be continued by our unit until the end of the year.
- C. After reviewing the findings, Lee Santo and I decided to recommend that our unit continue the investigation until the end of the year.
- D. After Lee Santo and I reviewed the findings, the decision was made to recommend that our unit continues the investigation until the end of the year.

*The correct answer to this sample question is Choice C.*

### **Solution:**

Choice A is not an acceptable edited version of the passage. It uses “me” as the subject of the sentence (incorrect case of the pronoun); it also contains an ambiguity regarding the timing of the review, making it sound as if it has not yet occurred.

Choice B is not an acceptable edited version of the passage. It use the weaker passive voice in the opening clause; in addition, the main clause says that the recommendation was made when, in fact, the original passage states only that the decision to recommend was made at that time.

Choice C is the best edited version. All of the pertinent information is included. All nouns, pronouns, and verbs are in appropriate form.

Choice D is not an acceptable edited version of the passage. It fails to indicate who made the decision; it also presents the verb as “continues” when the sentence construction requires “continue.”

### **INFORMATION PRESENTATION SAMPLE QUESTION:**

Martin Wilson failed to take proper precautions. His failure to take proper precautions caused a personal injury accident.

Which one of the following best presents the information above?

- A. Martin Wilson failed to take proper precautions that caused a personal injury accident.
- B. Proper precautions, which Martin Wilson failed to take, caused a personal injury accident.
- C. Martin Wilson's failure to take proper precautions caused a personal injury accident.
- D. Martin Wilson, who failed to take proper precautions, was in a personal injury accident.

*The correct answer to this sample question is Choice C.*

### **Solution:**

Choice A conveys the incorrect impression that proper precautions caused a personal injury accident.

Choice B conveys the incorrect impression that proper precautions caused a personal injury accident.

Choice C best presents the original information: Martin Wilson failed to take proper precautions and this failure caused a personal injury accident.

Choice D states that Martin Wilson was in a personal injury accident. The original information states that Martin Wilson caused a personal injury accident, but it does not state that Martin Wilson was in a personal injury accident.

## PARAGRAPH ORGANIZATION SAMPLE QUESTION:

The following question is based upon a group of sentences. The sentences are shown out of sequence, but when correctly arranged, they form a connected, well-organized paragraph. Read the sentences, and then answer the question about the best arrangement of these sentences.

1. Eventually, they piece all of this information together and make a choice.
2. Before actually deciding upon a human services job, people usually think about several possibilities.
3. They imagine themselves in different situations, and in so doing, they probably think about their interests, goals, and abilities.
4. Choosing among occupations in the field of human services is an important decision to make.

Which one of the following is the best arrangement of these sentences?

- A. 2-4-1-3
- B. 2-3-4-1
- C. 4-2-1-3
- D. 4-2-3-1

*The correct answer to this sample question is Choice D.*

### **Solution:**

Choices A and C present the information in the paragraph out of logical sequence. In both A and C, sentence 1 comes before sentence 3. The key element in the organization of this paragraph is that sentence 3 contains the information to which sentence 1 refers; therefore, in logical sequence, sentence 3 should come before sentence 1.

Choice B also presents the information in the paragraph out of logical sequence. Choice B places sentence 4 in between sentence 1 and sentence 3, thereby interrupting the logical sequence of the information in the paragraph.

Choice D presents the information in the paragraph in the best logical sequence. Sentence 4 introduces the main idea of the paragraph: “choosing an occupation in the field of human services.” Sentences 2-3-1 then follow up on this idea by describing, in order, the steps involved in making such a choice.

**Sample Test Material for:**

**Preparing written material**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** There are two separate test tasks in this subject area.

- For the first, **Information Presentation**, you will be given information in two or three sentences, followed by four restatements of the information. You must then choose the best version. There will be ten Information Presentation questions on the written test.
- For the second, **Paragraph Organization**, you will be given paragraphs with their sentences out of order, and then be asked to choose, from among four suggestions, the best order for the sentences. There will be five Paragraph Organization questions on the written test.

**INFORMATION PRESENTATION SAMPLE QUESTION:**

Martin Wilson failed to take proper precautions. His failure to take proper precautions caused a personal injury accident.

Which one of the following best presents the information above?

- A. Martin Wilson failed to take proper precautions that caused a personal injury accident.
- B. Proper precautions, which Martin Wilson failed to take, caused a personal injury accident.
- C. Martin Wilson's failure to take proper precautions caused a personal injury accident.
- D. Martin Wilson, who failed to take proper precautions, was in a person injury accident.

*The correct answer to this sample question is Choice C.*

**Solution:**

Choice A conveys the incorrect impression that proper precautions caused a personal injury accident.

Choice B conveys the incorrect impression that proper precautions caused a personal injury accident.

Choice C best presents the original information: Martin Wilson failed to take proper precautions and this failure caused a personal injury accident.

Choice D states that Martin Wilson was in a personal injury accident. The original information states that Martin Wilson caused a personal injury accident, but it does not state that Martin Wilson was in a personal injury accident.

## PARAGRAPH ORGANIZATION SAMPLE QUESTION:

The following question is based upon a group of sentences. The sentences are shown out of sequence, but when correctly arranged, they form a connected, well-organized paragraph. Read the sentences, and then answer the question about the best arrangement of these sentences.

1. Eventually, they piece all of this information together and make a choice.
2. Before actually deciding upon a human services job, people usually think about several possibilities.
3. They imagine themselves in different situations, and in so doing, they probably think about their interests, goals, and abilities.
4. Choosing among occupations in the field of human services is an important decision to make.

Which one of the following is the best arrangement of these sentences?

- A. 2-4-1-3
- B. 2-3-4-1
- C. 4-2-1-3
- D. 4-2-3-1

*The correct answer to this sample question is Choice D.*

### **Solution:**

Choices A and C present the information in the paragraph out of logical sequence. In both A and C, sentence 1 comes before sentence 3. The key element in the organization of this paragraph is that sentence 3 contains the information to which sentence 1 refers; therefore, in logical sequence, sentence 3 should come before sentence 1.

Choice B also presents the information in the paragraph out of logical sequence. Choice B places sentence 4 in between sentence 1 and sentence 3, thereby interrupting the logical sequence of the information in the paragraph.

Choice D presents the information in the paragraph in the best logical sequence. Sentence 4 introduces the main idea of the paragraph: “choosing an occupation in the field of human services.” Sentences 2-3-1 then follow up on this idea by describing, in order, the steps involved in making such a choice. Choice D is the best answer to this sample question.



**Sample Test Material for:**

**Principles and practices of program planning and project management**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be presented with situations in which you must apply knowledge of program planning and project management in order to answer the questions correctly.

**SAMPLE QUESTION:**

Which one of the following is developed by the project manager to clearly define the boundaries of a project by detailing the product, deliverables, and major objectives?

- A. cost baseline
- B. scope statement
- C. risk management plan
- D. quality management plan

*The correct answer to this sample question is Choice B.*

**Solution:**

Choice A is not correct. A cost baseline is a time-phased budget that a project manager prepares to monitor and measure cost performance throughout the project life cycle. It does not define the product, deliverables, or major objectives of the project.

Choice B is the correct answer to this question. The scope statement is developed by the project manager to define the project boundaries by outlining the product, deliverables, and major objectives.

Choice C is not correct. A risk management plan is a document that a project manager prepares to foresee risks, estimate impacts, and define responses to issues. It does not define the product, deliverables, or major objectives of the project.

Choice D is not correct. A quality management plan is a document that a project manager prepares to define the acceptable level of quality, which is typically defined by the customer, and to describe how the project will ensure this level of quality in its deliverables and work processes. It does not define the product, deliverables, or major objectives of the project.

**Sample Test Material for:**  
**Supervision**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be presented with situations in which you must apply knowledge of supervisory principles and practices in order to answer the question correctly.

**SAMPLE QUESTION:**

Assume the unit you supervise is given a new work assignment and that you are unsure about the proper procedure to use in performing this assignment. Which one of the following actions should you take **FIRST** in this situation?

- A. Obtain input from your staff.
- B. Consult other unit supervisors who have had similar assignments.
- C. Use an appropriate procedure from a similar assignment that you are familiar with.
- D. Discuss the matter with your supervisor.

*The correct answer to this sample question is Choice D.*

**Solution:**

This question asks for the action that you should take **FIRST** in this situation.

Choice A is not correct. Since this assignment is new for your unit, your staff would not be expected to be more knowledgeable than you about the proper procedure.

Choice B is not correct. Although discussing this matter with other supervisors may increase your knowledge of the new assignment, similar assignments performed in other units may differ in some important way from your new assignment. Other units may also function differently from your unit, so the procedures used to perform similar assignments may differ accordingly.

Choice C is not correct. Since this assignment is new for your unit, you would have no way of knowing whether the procedure from a similar assignment is appropriate to use. You would need someone with the appropriate knowledge, usually your supervisor, to determine if the procedure from a similar assignment could be used before you actually employed this procedure in the performance of your new assignment.

Choice D is the correct answer to this question. Your supervisor is more likely to be informed about what procedure may be appropriate for work that he or she assigns to you than would other unit supervisors or your staff. Even if your supervisor does not know what procedure is appropriate, a decision regarding which procedure to use should be made with his or her participation, since he or she has the ultimate responsibility for your unit's work.

**Sample Test Material for:**

**Understanding and interpreting tabular material**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** The questions in this subject area are contained in two or more sets. Each set consists of data presented in one or more tables, followed by a number of questions. Candidates must use the appropriate data from the table, in combination with the information given in each question, in order to answer the questions correctly.

**SAMPLE TABLE:**

**Directions:** Base your answers to the following three questions on the information in the table below.

**Population of a City by Age and Gender  
(In Thousands)**

Age	Female	Male	Total
Under 25	70	72	142
25-34	?	27	?
35-44	?	28	53
45-54	27	28	55
55-64	30	?	57
65 and over	85	75	160
Total	261	257	518

Note: Spaces with question marks can be filled in using information given in the table and in the questions.

**SAMPLE QUESTION 1:**

How many people in the city were between 25 and 34 years old?

- A. 51
- B. 27,000
- C. 51,000
- D. cannot be determined from the information provided

*The correct answer to sample question 1 is Choice C.*

**Solution:**

To answer this question correctly, you must first note that the numbers in the table represent thousands of people (see the table heading). You are asked to find the total number of people aged 25-34. Since this information is missing from the table, it is necessary to calculate it by using other information which is in the table. You must add the number of people in all the age groups other than 25-34, and then subtract this sum from the total population of the city. This will then give the number of people aged 25-34.

142,000	under 25	
+53,000	35-44	518,000 total population (all ages)
+55,000	45-54	- 467,000 total population (all ages except 25-34)
+57,000	55-64	51,000 population aged 25-34
+160,000	65 and over	
<u>467,000</u>		

**There are 51,000 people in the city between the ages of 25 and 34 (choice C).**

## SAMPLE QUESTION 2:

Most nearly, what percent of the total population of the city was female aged 35 to 54?

- A. 5%
- B. 10%
- C. 14%
- D. 20%

*The correct answer to sample question 2 is Choice B.*

### **Solution:**

To answer this question correctly you must find the number of females aged 35 to 54. This requires you to add the number of females aged 35-44 to the number aged 45-54. You must first find the number of females who are aged 35 to 44. This information is missing from the table, but you can calculate it by subtracting the number of males who are aged 35 to 44 from the total number of people in that age group.

( $53,000 - 28,000 = 25,000$ ; there are 25,000 females aged 35-44).

You then need to add the number of females aged 35-44 to the number of females aged 45-54;  
( $25,000 + 27,000 = 52,000$ ; there are 52,000 females between the ages of 35 and 54).

You must then divide this number by the total population of the city, and convert the answer to a percent.  
( $52,000/518,000 = .100386$ ; **this is nearest to 10%**).

**Therefore, the percentage of the total population of the city which was female aged 35 to 54 is 10% (choice B).**

### **SAMPLE QUESTION 3:**

If 40% of the total male population of the city earns wages, and 30% of the total female population of the city earns wages, which one of the following statements comparing the number of males earning wages to the number of females earning wages is true?

- A. There are 24,500 more males than females earning wages.
- B. There are 27,300 more males than females earning wages.
- C. There are 51,800 more males than females earning wages.
- D. There are 27,300 fewer males than females earning wages.

*The correct answer to sample question 3 is Choice A.*

### **Solution:**

To answer this question correctly you must use some information given in the question and some information given in the table. It is important to be careful and apply the correct percentage for each gender. (The percentage for males is given first in the question, but the number of males is second in the table).

To calculate the number of males earning wages, multiply the total number of males by 40%.  
(257,000 x .40 = 102,800)

To calculate the number of females earning wages, multiply the total number of females by 30%.  
(261,000 x .30 = 78,300)

To compare the two numbers, subtract the number of female wage earners from the number of male wage earners.  
(102,800 – 78,300 = 24,500)

**There are 24,500 more male wage earners than female wage earners (choice A).**

**Sample Test Material for:**

**Understanding and interpreting written material**

**Test material will be presented in a multiple-choice question format.**

There are 15 questions in this subject area.

**Test Task:** You will be provided with brief reading passages and then will be asked questions relating to the passages. All the information required to answer the questions will be provided in the passages.

**SAMPLE QUESTION:**

“Increasingly, behavior termed ‘road rage’ is being viewed as a public health issue, because of the number of deaths and injuries related to it. Such behavior is often a reaction to the feeling that one has been treated unfairly by another driver, and it is much less likely to occur if a driver is treated fairly. ‘Fair play’ on the road includes the observance not only of traffic regulations but also of the rules of courtesy. Courteous driving is based on common sense consideration for other drivers and a strong desire to make the roads safe for everyone. Good highway manners should become just as much a matter of habit as other kinds of manners.”

Which one of the following statements is best supported by the above selection?

- A. Courteous driving contributes to road safety.
- B. Those who are generally polite are also courteous drivers.
- C. Unlike driving courtesy, the observance of traffic regulations is a matter of habit.
- D. Being courteous when driving is more important than observing traffic regulations.

*The correct answer to this sample question is Choice A.*

**Solution:**

To answer this question correctly, you must evaluate each choice against the written selection and determine the one that is best supported by the written selection.

Choice A states, “Courteous driving contributes to road safety.” Choice A is supported by the statement in the written selection that, “Courteous driving is based on...a strong desire to make the roads safe for everyone.” This is the correct answer.

Choice B states, “Those who are generally polite are also courteous drivers.” Choice B is not supported by the written selection. The written selection does not mention “those who are generally polite” at all. Choice B is not the correct answer to this question.

Choice C states, “Unlike driving courtesy, the observance of traffic regulations is a matter of habit.” Choice C is not supported by the written selection. The written selection makes no such bold statement. Instead, the written material mildly suggests that “Good highway manners should become just as much a matter of habit as other kinds of manners.” Choice C is not the correct answer to this question.

Choice D states, “Being courteous when driving is more important than observing traffic regulations.” Choice D is not supported by the written selection. The written selection states, “‘Fair play’ on the road includes the observance not only of traffic regulations but also of the rules of courtesy.” The written selection does not state that being courteous is more important than observing traffic regulations. Choice D is not the correct answer to this question.

**Sample Test Material for:**

**Understanding the principals and practices of government budgeting and finance**

**Test material will be presented in a multiple-choice question format.**

**Test Task:** In this subject area, you will be expected to demonstrate knowledge of current government budget problems and situations, including principles, practices, rules, regulations, terminology, and budgeting processes.

**SAMPLE QUESTION:**

The State is currently operating under a strict hiring freeze, B-1182 Statewide Hiring Freeze Guidelines (dated August 21, 2008), for all State agencies, as part of a comprehensive plan to reduce State spending. Which one of the following BEST describes the types of personnel activities prohibited by the freeze?

- A. new external hires regardless of funding source
- B. promotions, transfers, new hires, and position upgrades, unless authorized by the Governor's Appointment Office
- C. promotions, transfers, new hires, and position upgrades requested through reclassification actions, unless individually justified and authorized by the Division of the Budget
- D. personnel activities impacting the General fund, unless justified and approved by both the Governor's Appointment Office and the Division of the Budget

*The correct answer to this sample question is choice C.*

**Solution:**

**Choice A** is not correct. While this statement is true, it is incomplete. It does not include promotions, transfers, and position upgrades. [See Budget Bulletin B-1182 (dated August 21, 2008) page one, the paragraph titled “Hiring Freeze Overview.”]

**Choice B** is not correct. While Budget Bulletin B-1182 (dated August 21, 2008) refers to promotions, transfers, new hires, and position upgrades it does not mention authorization by the Governor’s Appointment Office. Instead, the section titled **Process for Filling Positions During Hiring Freeze: Waivers, Reallocations or Reclassifications** states “Requests for waivers to fill positions during the hiring freeze must be submitted to the Division of the Budget.”

**Choice C** is the correct answer to this question. This is a direct quote from Budget Bulletin B-1182 (dated August 21, 2008). It is found on the first page in the paragraph titled **Hiring Freeze Overview**.

**Choice D** is not correct. Budget Bulletin B-1182 (dated August 21, 2008) prohibits the hiring of all permanent and temporary positions regardless of funding source. In addition, it does not apply to activity of the Governor’s Appointment Office.

**Sample Test Material for:**

**Writing skills for managers**

**Test material will be presented in a multiple-choice question format.**

There are 30 questions in this subject area.

**Test Tasks:** Each of the first 15 questions consists of two choices, A and B; they are almost alike, except for the particular point being tested, such as grammar, usage, punctuation, or clarity of presentation. You are to compare the two choices and decide which one better answers the question posed.

Each of the rest of the questions consists of four choices, A, B, C, and D. You will be asked to recognize correct sentence structure, to determine the best way to edit a given passage, to judge the accuracy or appropriateness of the material presented, and to organize sentences into well-constructed paragraphs.

**SAMPLE QUESTIONS:**

**GRAMMAR SAMPLE QUESTION 1: Recognizing a grammatically correct sentence**

Which one of the following is grammatically correct?

- A. The testimony of two eyewitnesses is scheduled to be heard tomorrow.
- B. The testimony of two eyewitnesses are scheduled to be heard tomorrow.

*The correct answer to this sample question is Choice A.*

**Solution:**

A singular subject requires a singular verb; a plural subject requires a plural verb.

Choice A recognizes that the subject of the sentence is “testimony,” a singular noun, and follows it with the singular verb form, “is.”

Choice B has the incorrect plural form of the verb, “are.” It is not the eyewitnesses who *are* scheduled, but their testimony, which *is*.



## **GRAMMAR SAMPLE QUESTION 2: Applying a specific rule or principle**

Which one of the following states that something that started in the past continues to the present?

- A. Allowing semi-annual payment of school taxes was common practice for over ten years.
- B. Allowing semi-annual payment of school taxes has been common practice for over ten years.

*The correct answer to this sample question is Choice B.*

### **Solution:**

Choice A uses the simple past tense (“was”). That verb tense is used to indicate an action performed and completed in the past.

Choice B uses the present perfect tense (“has been”). That verb tense is used to indicate that an action that started in the past continues to the present.

## **PUNCTUATION SAMPLE QUESTION 1: Recognizing a correctly punctuated sentence**

Which one of the following is punctuated correctly?

- A. The curfew was imposed following the storm and, once public safety services were restored, was rescinded two days later.
- B. The curfew was imposed following the storm, and once public safety services were restored, was rescinded two days later.

*The correct answer to this sample question is Choice A.*

### **Solution:**

Commas should be placed around additional information in a way that retains the integrity of the rest of the sentence.

Choice A has the commas placed in such a way that the remainder of the sentence still makes sense. (“The curfew was imposed following the storm and was rescinded two days later.”)

Choice B has the commas placed in such a way that what remains is no longer a meaningful sentence. (“The curfew was imposed following the storm was rescinded two days later.”)

## **PUNCTUATION SAMPLE QUESTION 2: Analyzing punctuation and meaning**

Which one of the following clearly conveys that two people will discuss the reorganization?

- A. Bob Manero, the program director, and I will discuss the reorganization today.
- B. Bob Manero (the program director) and I will discuss the reorganization today.

*The correct answer to this sample question is Choice B.*

### **Solution:**

Choice A, by the use of commas, leaves the reader wondering if Manero and the program director refer to one person or two, making a possible total of three people.

Choice B, by the use of parentheses, makes it clear that Manero is the program director, making a total of two people.

## **USAGE SAMPLE QUESTION:**

Which one of the following contains the correct word choice?

- A. We have been able to adopt to the new layout.
- B. We have been able to adapt to the new layout.

*The correct answer to this sample question is Choice B.*

### **Solution:**

The business writer should use words with precision. Context determines which word choice fits the sentence.

Choice A uses the word “adopt,” which means to take or choose as one’s own, but it requires a direct object. You can adopt someone or something, but not adopt to someone or something.

Choice B uses the word “adapt,” which means “to make suitable (for) or to conform (to)” some purpose or condition.

## SENTENCE STRUCTURE SAMPLE QUESTION:

Which one of the following is an example of correct sentence structure?

- A. The regulation is amended to increase the maximum fee you may charge for assistance in attaining a certificate is now \$75.00.
- B. If really committed to reaching agreement, success is all but assured.
- C. In only the top 25 percent of the adjudicated incidents in the last five years.
- D. Of all the annual statistics, the teen driver mortality rates prompted the most discussion.

*The correct answer to this sample question is Choice D.*

### **Solution:**

Choice A is not a correctly constructed sentence. It consists of two overlapping sentences that, when joined as one, do not convey a coherent message. When a large amount of detail is placed in one sentence, the relationship among the parts can suffer.

Choice B is not a correctly constructed sentence. There is no subject (or agent or doer) in the first part of the sentence.

Choice C is not a correctly constructed sentence. It is only a fragment, consisting of a phrase looking for a main message to complete it.

Choice D is a correctly constructed sentence. It has an introductory phrase followed by a meaningful message about the annual statistics.

## EDITING SAMPLE QUESTION:

The passage below is followed by four edited versions. Choose the one that shows the best editing.

Work on this proposal took much longer than we originally anticipated due to the limited staffing resources we had, as a result of our role in the implementation of the InSource-It program.

- A. Due to the limited staffing resources, which we had as a result of our role in the InSource-It program, we could not anticipate originally that work on the proposal would take as long as it did in the end.
- B. We had limited staffing resources than we had originally anticipated as a result of our role in implementing the InSource-It program; it made work on this proposal take much longer.
- C. The staffing resources we had to work with on the proposal were limited by the fact that we had a role in the implementation of the InSource-It program, and it took much longer than had been anticipated originally.
- D. Work on this proposal took longer than we had anticipated; we had limited staffing resources resulting from our role in implementing the InSource-It program.

*The correct answer to this sample question is Choice D.*

### **Solution:**

Choice A is not the best editing of the passage. It begins with “Due to,” which should never start a sentence. The phrasing is uneven, and the sentence contains unnecessary words (“...in the end”).

Choice B is not the best editing of the passage. The use of “than” implies a comparison. Had the sentence read, “We had *more* limited ... resources...,” “than” would have been appropriate. Also, it was not the staffing resources that had originally been anticipated, but the time it would take.

Choice C is not the best editing of the passage. Unnecessary verbiage (“by the fact that we had a” could be reduced to “our”) adds to the reader’s burden. Also, as constructed, the sentence could be interpreted as saying that the *program* took longer than anticipated. The original says that it was the work on the *proposal* that took longer than anticipated.

Choice D retains all the meaningful elements of the original and presents them in the proper relationships with proper sentence structure.

**CLEAR, COMPLETE, ACCURATE RESTATEMENT SAMPLE QUESTION:**

Warren Valle failed to take proper precautions. His failure to take proper precautions caused several personal injury accidents.

Which one of the following is the most clear, complete, and accurate restatement of the information above?

- A. Warren Valle failed to take proper precautions that caused several personal injury accidents.
- B. Warren Valle failed to take proper precautions, and he also caused several personal injury accidents.
- C. Warren Valle's failure to take proper precautions caused several personal injury accidents.
- D. Warren Valle, who failed to take proper precautions, was in several personal injury accidents.

*The best answer to this sample question is Choice C.*

**Solution:**

Choice A conveys the incorrect impression that proper precautions caused several personal injury accidents.

Choice B states two things that Warren Valle did, but it does not say that his failure to take proper precautions caused the personal injury accidents.

Choice C best presents the original information: Warren Valle failed to take proper precautions, and it was this failure that caused several personal injury accidents.

Choice D states that Warren Valle was in several personal injury accidents. The original information states that Warren Valle caused several personal injury accidents, but it does not state that he was in several personal injury accidents.

## PARAGRAPH ORGANIZATION SAMPLE QUESTION:

The following question is based upon a group of sentences. The sentences are shown out of sequence, but when correctly arranged, they form a connected, well-organized paragraph. Read the sentences, and then answer the question about the best arrangement of these sentences.

1. Eventually, they piece all of this information together and make a choice.
2. Before actually deciding upon a human services job, people usually think about several possibilities.
3. They imagine themselves in different situations, and in so doing, they probably think about their interests, goals, and abilities.
4. Choosing among the many occupations in the field of human services is an important decision to make.

Which one of the following is the best arrangement of these sentences?

- A. 2-4-1-3
- B. 2-3-4-1
- C. 4-2-1-3
- D. 4-2-3-1

*The best answer to this sample question is Choice D.*

### **Solution:**

Choices A and C present the information in the paragraph out of logical sequence. In both A and C, sentence 1 comes before sentence 3. The key element in the organization of this paragraph is that sentence 3 contains the information to which sentence 1 refers; therefore, in logical sequence, sentence 3 should come before sentence 1.

Choice B also presents the information in the paragraph out of logical sequence. Choice B places sentence 2, which concerns deciding on a particular job, before sentence 4, which introduces the topic of the paragraph, that is, choosing among the many occupations in the field.

Choice D presents the information in the paragraph in the most logical sequence. Sentence 4 introduces the main idea of the paragraph: “choosing an occupation in the field of human services.” Sentences 2-3-1 then follow up on this idea by describing, in order, the steps involved in making such a choice. Choice D is the best answer to this sample question.