**PET Practice Test -1971 Educational Packet**

1. A new employee who has shown that she/he is capable of performing superior work during the first month of her employment falls far below this standard after the first month. What course of action is best for the supervisor to take?

1. She/he should be discharged as soon as work became unsatisfactory
2. Supervisor should immediately attempt to determine the cause of poor performance
3. The employee is entitled to an opportunity to prove themselves
4. The employee is obviously capable of performing good work and simply requires some guidance from the supervisor

2. In order to make sure that work is completed on time, The unit supervisor should

1. Use linear method of delegating responsibility
2. Pitch in and do as much of the work as possible
3. Schedule the work and keep themselves informed of its progress
4. Not assign more than one person to any one task
5. Know the capabilities of the subordinates

3. A serious error has been discovered by a critical superior in work carried on under your supervision. It is best to explain the situation and prevent its recurrence by

1. Claiming that you are not responsible because you do not check the work personally
2. Accepting the complaint and reporting the name of the employee responsible for the error
3. Assuring him/her that you hope it will not occur again
4. Assuring him/her that you will find out how the error occurred so that you can have the work checked with greater care in the future
5. Informing him that such errors are bound to occur with a poorly trained staff and heavy work load

4. As supervisor of a unit in a city agency, you have just been instructed to put into effect a new procedure which you know will be disliked by your subordinates. Of the following, the most important reason for calling a meeting of the staff before putting the new procedure into effect is to

1. Help you determine which workers will be reluctant to cooperate in carrying out the new procedure
2. Allow you to announce that the new procedure must be put into effect despite any objections which might be raised
3. Enable you to explain that you don’t approve of the new procedure and to give the reasons why it must be put into effect anyway
4. Permit you to discuss the purpose of the new procedure and to present the reasons for its adoption

5. The one of the following guiding principles to which an assistant supervisor should give most consideration when it becomes necessary to discipline subordinate is that

1. Rules should be applied in a fixed and inflexible manner
2. The discipline should be applied for the purpose of improving the morale of all their subordinates
3. The main benefit to be derived from disciplining one offender is to deter other potential offenders
4. The nature of the discipline should be such as to improve the future work of the offender

6. Studies of organizations show that formal employee participation in the formulation of work policies before they are put into effect is most likely to result in

1. A reduction in the length of time required to formulate the policies
2. An increase in the number of employees affected by the policies
3. A reduction in the length of time required to implement the policies
4. An increase in the number of policies formulated within an organization

7. The work reports of employees of a unit reveal that a few employees are producing much less work than the other members of the unit. These few employees appear to be working as conscientiously as the others. Of the following, the first action for the unit supervisor to take in connection with these few employees is to

1. Recognize the fact that individuals differ in native ability and that some individuals are naturally slower than others
2. Organize a training program to assist these employees in improving their skill and speed of work
3. Find out the reasons for their relatively poor performance and help them increase their production rate
4. Assign these employees work which is more suitable to their temperament and ability

8. The flow of work in a pubic agency may be impeded by a number of factors. Some of the factors impeding the flow of work may be controlled or corrected more easily than others. Of the following, the factor impeding flow of work which is most difficult for a public agency to control is

1. A lack of adequate standards of performance
2. Unexpected changes in the volume of work
3. Unforeseen vacation requests by employees
4. Assignment of employees without considering their abilities

9. The one of the following actions which would be most efficient and economical for a supervisor to take to minimize the effect of seasonal fluctuations in the work load of their unit is to

1. Increase permanent staff until it is large enough to handle the work load of the busy season
2. Request the purchase of time and labor saving equipment to be used primarily during the busy season
3. Lower, temporarily, the standards for quality of work performance during peak loads
4. Schedule for the slow season work that it is not essential to perform during the busy season

10. Of the following, the best justification for a newly appointed administrator learning as much as possible about the employee under his supervision from their previous supervisor is that

1. Effective handling an employee is often based upon knowledge of individual personality differences
2. Best results in handling employees are usually obtained by treating them equally without favor
3. Some employees often function more efficiently under one supervisor than under another supervisor
4. Confidence of employees in their supervisor is increased then they know he is interested in impartial and fair supervision

11. The functional type of administrative organization is a system

1. In which the operating units are grouped according to activities
2. In which the character of the activities determines the geographical jurisdiction of subordinate units
3. Which is repudiated by highly technical departments
4. Which lends itself most readily to the definite location of responsibility

12. That a subordinate should be under the direct control of one and only one immediate supervisor, is a definition of the administrative principal of

1. Control
2. Span of control
3. Supervision
4. Coordination
5. Unity of Command

13. One of the principal disadvantages of a strictly line organization is that it

(A) Is ineffective in emergencies

(B) Makes for lax discipline

(C) Does not fix responsibility

(D) Tends to overload executives

(E) Is difficult to expand

14. To be effective, the supervisory methods of a chief should be flexible primarily because

1. New procedures may render established methods obsolete
2. Such methods should conform to the preferences of their superior
3. Employees under supervision differ in their needs and responses
4. The greater the number of tasks performed by employees, the greater must be the variety of supervisor methods used

15. The span of control, the number of persons who can be effectively supervised by an officer depends least on the

1. Number of levels in the chain of command
2. Routine nature of the work
3. Amount of planning and control required
4. Ability of subordinates to work independently
5. Amount of time available for supervising each subordinate

16. The use of the probationary period in the public service has become an approved practice especially where state tenure laws guarantee long term continues employment. Of the following, the most important use of the probationary period is that it

1. Provides supervisory contact which will help the new employee regardless or retention at the end of the probationary period
2. Supplies confirming evidence of academic and cultural fitness not measurable in formal test procedures
3. Introduces the new employee to the office and the work situation which conditions future performance
4. Provides the new employee with a sound basis for self improvement
5. Reveals aspects of performance and attitude toward the job not adequately measured by formal examination

17. Periodic evaluation of the performance of employees may most effectively advance their competence if

1. They are unaware of the procedure and thus less self- conscious
2. Some persons other than the immediate superior is given responsibility for the preparation of the evaluation
3. Used only at the time of change of status or dismissal
4. The ratings are based entirely on factors which can be objectively measured
5. Used to help the employees to become aware of their own capacities and the directions in which they might improve.

18. The one of the following which is the most common flaw in the administration of an employee performance rating system is

1. The failure to explain the objectives of the system to employees
2. The lack of safeguards to prevent supervisors from rating employees down for personal reasons
3. The tendency for rating supervisors to rate their employees much to leniently
4. The fact that employees are aware of the existence of the system
5. The increasing number of committees and boards required

19. Assume that an employee under your supervision complains to you that your evaluation of their work is too low. The most appropriate action for you to take first is to

1. Explain how you arrived at the evaluation of the employee’s work
2. Encourage the employee to improve the quality of his work by pointing out specifically how he can do so
3. Suggest that the employee appeal to an impartial higher authority if he disagrees with your evaluation
4. Point out to him specific instances in which the employees work has been unsatisfactorily

20. Whenever a supervisor was asked a question by an employee, he told the questioner to look up and report the answer to the department. This method of training is

1. undesirable; employees would be discouraged from asking questions
2. desirable; employees would better remember information obtained though their own efforts
3. undesirable; this would indicate that the supervisor doesn’t know the answers
4. desirable; the employee would become familiar with the Department’s manuals and other reference books
5. desirable; employees can be evaluated by the way in which they carry out the assignment

21. Of the following, the most important reason for the evaluation of the outcomes of a training program by a supervisor is that

1. more active participation may be obtained when such evaluations are shared
2. the introduction of new or improved techniques is facilitated
3. shortcomings discovered can serve as a basis for further training
4. success of the program is evidence of their qualities of leadership
5. the objectives of planned training may be related more closely to immediate organizational objectives

22. Training programs, to be fully effective, should be concerned not only with the acquisition or improvement of skills but also with

1. employee attitude and will to work
2. the personality problems of the individual employees
3. time and motion studies for the development of new procedures
4. the recruitment of the best persons available to fill a given position
5. such theoretical background material as deemed necessary

23. Of the following, the first step in instructing a new employee how to perform a specific task is to

1. find out what the employee already knows about the task
2. offer the employee incentive for improved performance on the task
3. put the employee in the actual location for the work
4. stress the key points of the task

24. During a citizen’s conference, you are told very unfavorable personal comments concerning several top officials of the Department by a citizen. Of the following, it would usually be best for you to

1. try to change the subject as soon as possible
2. attempt to convince them that they are in error
3. advise the citizen that your opinion might be like this, but that you can’t discuss it
4. tell the citizen that it would be more proper to put their comments in writing
5. review the improvements introduced by the present administration

25. The public is most likely to judge personnel largely based on their

1. experience
2. training and education
3. civic mindedness
4. manner and appearance while on duty
5. ability to express themselves with simplicity and clarity

26. The main advantage for good sound public relations is to

1. build up a good feeling and understanding between the department and the public
2. gain public support for wage increase and better working conditions
3. increase public interest in building projects
4. attain a friendly and sympathetic press

27. The chief purpose in preparing an outline for a report is usually

1. to ensure that the report will be of the desired length
2. to ensure that every point will be given equal emphasis
3. to ensure that principal and secondary points will be properly related to framework of the whole
4. to insure the language of the report will be appropriate to its content and that technical terms will be clearly explained

28. The principal value of prompt, accurate, and complete reports is that such reports

1. impress superior officers with the necessity for action
2. mark the efficient person
3. provides excellent reference material
4. expedite official business

29. If an employee is emotionally upset when they comes to a supervisor with a problem, the supervisor should, in most instances

1. inquire into the employee’s personal problems for the cause of the emotional disturbance
2. postpone the conference until the employee has had a chance to regain self control
3. give an immediate decision satisfactory to the employee
4. help the employee to become calmer before discussing a solution

30. Of the following responsibilities of a supervisor, the most important is

1. becoming acquainted with personal problems of each of the subordinates
2. assigning and evaluating work
3. keeping a daily record of work completed by each subordinate
4. smoothing out personal frictions and jealousies among the subordinates

31. If it becomes necessary for a supervisor to hold a corrective interview with a worker, good practice dictates that the reprimand should be given

1. in private, in an authoritive manner
2. informally, in the presence of other workers
3. by publicly centering attention on the person rather than the work
4. in private, in a firm, decisive manner

32. If, as a supervisor, you find yourself in a position where your authority is not clear and well – defined, the best procedure for you to follow is to

1. take hold hard and supervise the work and workers strictly
2. take it easy, regardless of the output, in order to be on good terms with other employees
3. make an outline of your responsibilities and submit it to your superior for approval
4. “keeping an eye on the work” until indefiniteness in assigning and announcing your responsibilities is cleared up by your supervisor

33. Suppose that an employee newly assigned under your supervision appears to lack confidence in the performance of their duties. Of the following, the best action for you to take is to

1. warn the employee they he is being observed constantly and that their poor quality of work is being given special consideration
2. give the employee an assignment that you believe they will be able to perform well
3. assign the employee to exceptionally difficult tasks which you believe will continue a definite challenge for them
4. have the employee observe the other employees at their work for a few months until their confidence improves
5. assign the employee to tasks on which they will be required to work alone.

34. An employee of long and otherwise good standing exhibits laxness in their work for a period of time. The best course for his superior to follow is

1. ignore the matter until the employee can straighten it out
2. reprimand the employee before his fellow workers
3. reprimand the employee in a private interview and threaten him with disciplinary action
4. interview the employee and attempt to straighten out the matter in an amicable manner

35. If a situation arises in the line of duty which to you is not clearly covered by rules and regulations, you should

1. use your best judgement in the matter
2. refer the matter to a superior officer
3. do as the majority of the subordinates think best
4. visit and consult your supervisor

36. For five years’ supervisor has been successful in performing their duties. A new employee in the company makes a suggestion concerning a change in procedure

1. tell the employee, in view of the present smooth operations, no changes are necessary
2. tell the employee that the change suggested is contrary to policy
3. give careful consideration to the proposed change
4. make the change but hold the employee responsible if it works out badly

37. If you are asked a technical question by one of your subordinates and do not know the answer, you should

1. attempt to answer it the best you can
2. tell the subordinate you do not know the answer but you will get that information for them
3. tell the subordinate that you are to busy to explain at the moment
4. suggest the subordinate does not bother you with things they can find out themselves

38. If a supervisor learns that some member of their staff has been given orders by supervisors of other branches of the department, the best of the following procedures for the supervisor to take would be to

1. preserve department moral by disregarding the occurrence
2. discuss the matter with his supervisor
3. tell the members of the supervisors staff to disregard the orders
4. tell the supervisors who issued the orders to confine their authority to those under their jurisdiction

39. When a new employee under your supervision makes an error in their work, it is best to correct them

1. a few days later
2. immediately
3. after making the same error several times
4. at the next general meeting

40. To settle a dispute or conflict between two supervisors, the one of the following actions you should take is

1. have both present their points of view and arguments in a written memorandum and on the basis make your decision
2. require that the two supervisors settle the case between themselves
3. call in each separately and after hearing their cases presented decide the issue
4. bring both in for a conference at the same time and make the decision in their presence

41. The best method of handling an employee who is chronically dissatisfied is to

1. transfer the employee
2. reprimand the employee before others
3. suspend the employee for a short period of time
4. discuss the problem with the employee in detail

42. An employee under your supervision is very talkative and often slows down the work of the department by getting involved in long discussions and arguments on matters not connected with the work. A good way of handling this employee would be to

1. give the employee an assignment requiring contact with the least number of other employees
2. report the employee to your superior for slowing down the work
3. arrange for the employee transfer to another department as soon as possible
4. allow the practice to continue as discussions are good for keeping up the moral of the gang

43. Delegation of authority to those in subordinate positions is necessary for the basic reason that

1. Subordinates should be trained in the exercise of authority if they are to be promoted to higher positions
2. A supervisor should devote their time to planning
3. A supervisor should be required to shoulder responsibility for the mistakes of subordinates
4. A supervisor is usually responsible for more functions than can be performed

44. Which one of the following duties and responsibilities of a superior officer should ordinarily not be delegated to a subordinate

1. Making reports
2. Keeping required records
3. Planning the work
4. Keeping the time of men

45. There are certain tasks that are not liked. Because the work has to be done and no other means has been found, the supervisor should

1. Assign the work as punishment for any failure to follow orders
2. Rotate subordinates on these assignments
3. Assign the work to the healthiest subordinate
4. Assign the work to the best subordinate

46. In order to assure the effective supervision in an organization, which one of the following is it most important that a supervisor know when beginning their job

1. History and progress of the organization
2. Progress of other agencies doing similar work
3. Nature and scope of authority in the field in which the employee functions
4. The public relations activities of the organization

47. A supervisor of a unit may safely delegate certain functions to subordinates. Of the following, the function which can most safely be delegated is the

1. Settlement of employee grievances
2. Planning and scheduling of the production of the unit
3. Improvement of production methods of the unit
4. Maintenance of records of the work output of the unit

48. Authority should ordinarily be delegated to the

1. Advisory staff
2. Lowest administrative level in the organization
3. Lowest level with all the knowledge to make the decision
4. Top staff

49. The greatest amount of improvement in the efficiency and moral of a unit will be brought about by the supervisor who

1. Reminds the employees constantly that they must follow departmental regulations
2. Frequently praises an employee in the presence of the other employees in the unit
3. Invariably gives mild reproof and constructive criticism to subordinates when it is discovered that they have made a mistake
4. Assigns duties to employees in conformance with their abilities and interests as far as practical

50. Once a supervisor has assigned a task, the supervisor should

1. Closely supervise every aspect of the subordinates performance
2. Do nothing which would influence the performance of that task
3. Do whatever is necessary to ensure that the task is performed successfully
4. Give responsibility but retain authority

51. Span of control should be based primarily on the

1. Ability of the supervisor
2. Skill level of those supervised
3. Status of those supervised
4. Total number of relationships

52. Of the following, the morale of employees is probably most dependent on the

1. Situation existing at hand
2. Abilities of the administrators
3. Tightness of discipline in the department
4. Day to day working conditions and personal relations
5. Training program of the department

53. Of the following, morale is usually most dependent on the

1. Relationships between superiors and subordinates
2. Relationships among subordinates
3. Rate of pay
4. Possibilities of promotion

54. The most important supervisory principle for the attainment of high morale is to

1. Be accessible to subordinates
2. Respect the feelings of subordinates
3. Give credit where credit is due
4. Be fair and impartial
5. Promote a feeling of belonging

55. When an employee comes to the administrator’s office to consult on a personal matter, the administrator should

1. In a friendly fashion, the supervisor should tell employee that he/she does not enter into the private affairs of others
2. Listen attentively, and tell the employee what he/she should do
3. Listen attentively, and through guiding questions induce the employee to think through the problem and arrive at his/her own solution
4. Sympathize with the employee regardless of the type of problem because that is what an employee wishes to hear

56. If a newly promoted individual discovers that a subordinate with greater seniority resents the individual, the individual can best win the respect and cooperation of the subordinate by

1. Consulting with the subordinate on details with which the subordinate has had a lot of experience
2. Making quick decisions and adhering to them
3. Transferring the employee to new work in which they is not experienced
4. Seeking social contacts with the employee and ignoring the resentment until it disappears

57. Which circumstance should indicate most strongly to a supervisor the need for a personal conference with a subordinate under their supervision

1. Seems sufficiently conscientious about the details of his work, but rarely volunteers to do extra work
2. Performs their duties competently but seems aloof and preoccupied
3. Requests time off for the second time in one month to attend to personal business
4. Asks questions frequently about minor details of procedure
5. Asks to be considered for special detail before he has sufficient service to justify it

58. Which is the most effective way for a supervisor to discuss an employee’s shortcomings with the employee

1. Tell the subordinate frankly in what way they are failing and tell them to improve
2. Compliment the subordinate on their strong points and try to help them to understand the causes of their difficulty
3. Tell the subordinate that they is one of the worst failures in the department and they must improve if they wants to remain a member of the department
4. Tell the subordinate that you like them and how badly you feel you have to tell them their shortcomings
5. Have one of the subordinate close friends explain the situation to them

59. Which of the following people occupies the position of greatest importance in the maintenance of good employee relations

1. First line supervisor
2. Second line supervisor
3. Department head
4. Representative of the personnel agency

60. Of the following, the most significant quality in relation to good supervision is

1. The ability of the supervisor honestly to treat subordinates as whole human beings, with all possible combination of human strengths and weakness
2. The ability to give and take commands without questions
3. An understanding that a department is a semi military organization and that it must be conducted like the US Army
4. The ability of the supervisor to understand their own personal limitations

61. Among the problems that confront a new supervisor in relation to subordinates, the one which requires the exercise of the most unusual degree of skill and diplomacy is

1. Changing established ideas
2. Teaching new employees
3. Calling attention to common errors
4. Setting an example

62. Suggestions on improving methods of work; submitted by a new employee should be

1. Disregarded due to being to unfamiliar with the work to submit worthwhile ideas
2. Examined only for the purpose of judging new employees
3. Ignored because it would make the older employees resentful
4. Examined for possible merit because the new employee may have a fresh viewpoint

63. If the supervisor cannot readily check all the work done in the unit, they should

1. Hold up the work until the supervisor can personally check it
2. Refuse to take additional work
3. Work overtime until they can personally finish it all
4. Ask a superior to check their work
5. Delegate part of that employees work to a qualified subordinate

64. The delegation of responsibility and authority to subordinates by their superior generally does not

1. Facilitate a division of labor or the development of specialization
2. Permit the superior to carry out programs of work that exceeds the subordinates immediate personal limits of physical energy and knowledge
3. Result in a downward transfer of work, both mental and manual
4. Involve a transfer of ultimate responsibility from superior to subordinate

65. Assume that an unpleasant routine job is to be assigned to one of your employees. Generally the job should be

1. Assigned to a minor offender as disciplinary action
2. Rotated among all employees in your department
3. Assigned to a junior employee until the junior employee gains seniority
4. Assigned permanently to one employee who would be given special privileges for compensation

66. Of the following, the most important reason for investigating the cause of an accident is

1. Determine if the employee injured was at fault
2. Prevent occurrence of the accident again
3. Determine if the injured employee deserves compensation
4. Impress on employees the need to be safety minded

67. An administrator who pitches in and personally helps with a rush job would

1. Lose the respect of subordinates
2. Be able to justify the actions to their supervisor
3. Soon find that employees will expect them to do work on all jobs
4. Be justified in that action only if it is necessary to prove to employees the supervisor is capable

68. From a supervisory viewpoint the most desirable trait which an employee can have, of the following, would be

1. The ability to get along with their coworkers
2. Punctuality of attendance
3. Excellent knowledge of their equipment
4. The performance of a good job with little supervision

69. Suppose the various jobs under your supervision are frequently delayed because employees await your arrival to make decisions before proceeding. As a supervisor, the most helpful conclusion for you to draw from this is that

1. The men under your supervision lack initiative and need encouragement
2. Your orders and instructions may not have been sufficiently clear or complete
3. You have incurred the men’s dislike and should look for the cause
4. The jobs given to you are generally more difficult than the average

70. All of the following except one are characteristic of a good administrator. That one is

1. Instructing the employees thoroughly
2. Enforcing the use of safety measures
3. Directing, personally, each work detail
4. Completing details at the maximum practical speed

Supervisory questions – 1971 Answers

1. C 41. D

2. E 42. A

3. D 43. D

4. D 44. D

5. D 45. B

6. C 46. C

7. C 47. D

8. B 48. C

9. D 49. D

10. A 50. D

11. A 51. A

12. D 52. D

13. E 53. A

14. A 54. B

15. A 55. A

16. E 56. A

17. E 57. C

18. B 58. B

19. A 59. A

20. A 60. A

21. C 61. A

22. A 62. D

23. A 63. E

24. A 64. D

25. D 65. B

26. A 66. B

27. C 67. C

28. D 68. D

29. B 69. A

30. B 70. C

31. D

32. C

33. B

34. D

35. D

36. C

37. B

38. B

39. B

40. C