



**Norfolk County Sheriff's Office**

**Entrance Exam**  
**Study Guide**

**Patrick W. McDermott, Sheriff**

# Norfolk County Sheriff's Office Entrance Exam

## Study Guide

AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

Dear Applicant,

Thank you for your interest in a position as a Correction Officer with the Norfolk County Sheriff's Office (NCSO). In order to continue in the process for consideration of our Training Academy, you must first successfully pass our Entrance Exam. As an additional aid for you, we are providing this study guide to help you prepare for the Entrance Exam should you feel the need to do so.

The use or review of this study guide is neither necessary nor required in order to pass the Entrance Exam. Many applicants have taken and successfully passed versions of the Entrance Exam without the advanced use and review of this study guide. All contents in this study guide will also be provided to all applicants on the day of their scheduled Entrance Exam. The NCSO is only providing this study guide at the request of a few previous applicants due to indication of their desire to understand the materials prior to the administration of the Entrance Exam.

The following study guide contains mock policies and scenarios that were specifically created for the administration and application for the Entrance Exam. These mock policies are loosely based on actual NCSO internal guidelines and were designed to gauge an applicant's ability to read, comprehend and implement the mock policies and scenarios in real world applications via multiple choice questions.

The mock policies and scenarios in the study guide are being provided only as a direct guide to the multiple choice questions for the Entrance Exam. The mock policies and scenarios in this study guide should not be assumed as actual policies or real life scenarios of the Norfolk County Sheriff's Office, its employees, contractors, partners or vendors.

No applicants are required to study nor memorize any portion of the following guide in order to pass the Entrance Exam. This study guide is merely an aid to those applicants who want to see an example of the materials used in the formation of the Entrance Exam.

Applicants will not be allowed to bring any study materials, including this guide, into the Entrance Exam. Cellular phone use will not be permitted during the exam. The use of a personal small pocket dictionary will be allowed. All relevant materials as well as writing

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instruments for use by applicants during the exam will be provided by the NCSO on the day of the exam.

Once again, thank you for your interest in the Norfolk County Sheriff's Office.

### **Policy I**

- A. Staff shall protect inmates from physical, emotional or sexual abuse, corporal punishment, personal injury, disease, property damage, discrimination and sexual harassment.
- B. Retaliation against inmates for exercising their rights under any NCSO policy, state or federal law is strictly prohibited.
- C. Employees must never express to an inmate a personal opinion regarding another employee or inmate, whether positive or negative.
- D. Employees must not give inmates the impression that staff are in conflict with one another, since such impression may lead to manipulative behavior.
- E. Employees shall maintain professional and proper boundaries with inmates and must consult with their supervisor if they are unclear about boundary issues.
- F. Employees shall not accept or provide a fee, gift, gratuity or any item of value from an inmate's family, friends, or any person acting on their behalf.
- G. It is recommended that employees not associate with, accompany, correspond or have an intimate or personal relationship with any inmate or former inmate of any state or county facility except as is required by their duties. If, however, an employee has or intends to have such contact or relationship, they must first notify the facility Superintendent in writing.
- H. Employees must not engage in any activity while working which might interfere or distract them from the performance of their duties.
- I. Any personal televisions, radios, cameras, IPODs, Kindles, Tablets, CD, DVD, or tape players, and all other electronic devices, are strictly prohibited inside the Jail, the House Of Correction, and at all other NCSO programs unless authorized by the facility Superintendent.
- J. Reading materials, other than official NCSO publications, are prohibited while posted in a housing unit or control booth/center unless authorized by the facility Superintendent.
- K. Cell phones are prohibited inside the secure perimeters of the Jail and HOC units unless authorized by the facility Superintendent, and then only in the area(s) specified.
- L. All employees, regardless of their employment status (e.g. on leave of absence or suspension), must report in writing any involvement with law enforcement officials including, but not limited to, an investigation, arrest, allegation of domestic violence, issuance of a restraining order, or court appearance.
- M. Such reports shall be made to the facility Superintendent within twenty-four (24) hours of the involvement with law enforcement officials, or prior to the commencement of the employee's next shift, whichever is sooner.

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- N. All employees must be circumspect in their choice of associates, as even casual interaction with criminals, or with individuals engaged in illicit or illegal activities, is inconsistent with NCSO employment.
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### **Policy II**

All inmates transported to hospitals for medical treatment shall be restrained according to procedure unless a physical deformity or medical problem exists that makes said restraint impractical or unsafe.

It shall be the decision of the medical staff whether to transport an inmate in a NCSO vehicle or to wait for an ambulance.

### **PROCEDURES**

- In the event of serious injury to an inmate, the Medical Division shall be notified immediately.
- Seriously injured inmates shall be transported by an ambulance. One officer will remain with the inmate during transportation while the partner officer immediately follows in a marked NCSO vehicle.
- Routine transportation for medical exam or treatment shall be by NCSO vehicle.
- All inmates transported outside the facility for medical care are required to wear waist-chains and leg-irons.
- Standard restraint procedures shall be followed unless the application of the restraint would likely worsen the medical condition. In this instance, the officer must use good judgment to ensure safe and secure custody.
- If an inmate has a wrist injury which handcuffs would aggravate, the uninjured arm shall be restrained by the use of waist-chains, and leg irons are required. If an inmate has an ankle or leg injury which leg irons would aggravate, only waist-chains will be applied.
- During the treatment procedure, caution must be exercised if it becomes necessary (for medical purposes) to remove a restraining device from an inmate. If possible, one type of restraint should remain on the inmate at all times (e.g., if handcuffs need to be removed, leg irons should be kept on).

### **Scenario Explanation:**

An inmate has either jumped or fallen from the 2<sup>nd</sup> floor to the ground floor of a housing unit. The inmate is conscious and breathing but when spoken to responds weakly. Although there are no obvious injuries such as bleeding, the inmate says he has no feeling in his legs. The nurse says he must go to the hospital by ambulance for examination since she cannot determine the seriousness of his injuries.

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### Policy III

- I.** All security staff shall be trained in self-defense and the use of force to control inmates.
  - II.** The use of physical force is restricted to instances of justifiable self-defense, protection of others, protection of property, overcoming passive or violent resistance to a lawful act, and preventing escapes, and then only as a last resort and in accordance with appropriate authority.
  - III.** Officers must utilize a continuum of force in the performance of their duties when it is necessary, reasonable and suitable to use force.
  - IV.** Officers are expected to use force effectively; in other words, sufficient in amount and type and timely in application whenever circumstances warrant the use of force.
  - V.** Officers shall under no circumstances use, or permit the use of, excessive force.
  - VI.** Officers shall under no circumstances use, or permit the use of, force as a method of punishment or revenge.
  - VII.** The use of force must not continue after the purpose for which it was applied has been achieved.
  - VIII.** All personnel authorized to use chemical agents receive thorough training in their use and in the treatment of individuals exposed to a chemical agent.
  - IX.** Officers shall not be issued, and may not handle or use, authorized weapons or restraints until they have been trained and qualified by the NCSO.
  - X.** Officers shall use only NCSO-approved weapons and techniques, and only in the manner in which they have been trained.
  - XI.** Officers shall not alter or modify any weapon without prior NCSO approval.
  - XII.** All persons (staff, inmates, others) who are injured in an incident shall receive immediate medical examination and treatment.
- A. Force may be used for the following purposes:
1. to prevent the commission of a felony, including an escape;
  2. to prevent an act which could result in death or serious injury;
  3. to defend against physical assaults;
  4. to prevent serious damage to property;
  5. to prevent or quell a riot or attempted take-over of all or part of the facility by an inmate(s);
  6. to move a non-compliant inmate who has refused a proper order;
  7. to apprehend an escaped inmate;
  8. to overcome passive resistance to a lawful act; and,
  9. to overcome violent resistance to a lawful act.
- B. Prior authorization for the use of force is not always required. However, when the need for force can be reasonably anticipated, and a delay in its application will not increase the danger to officers or others, it is recommended that officers seek prior authorization from a supervisor.
- C. The use of force will be implemented in a level of continuum based on the circumstances presented. A continuum in the use of force will include:
- i. Presence – being there in uniform, neat, maintaining proper stance;
  - ii. Verbalization – clear, concise orders;
  - iii. OC – an inflammatory agent which temporarily incapacitates an individual and affects the eyes, nose, mouth and throat;
  - iv. Empty Hand Technique – palm heel, forearm/knee strikes, arm bars, wrist locks, etc.;
  - v. Baton – non-lethal impact instrument;
  - vi. Specialty Impact Munitions – direct impact or beanbag round;

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- vii. K-9; and
  - viii. firearm – deadly force
- D. Whenever an officer uses force in the performance of his/her duties, a use of force report and a written narrative will be completed as soon as possible after conclusion of the incident but not later than the end of the officer's shift. The only exceptions to this requirement occur when it is impossible for the report to be submitted due to the officer's injury or other such emergency or when a delay is permitted by the Superintendent or designee due to extraordinary circumstances. In such cases, the report will be submitted as soon as possible.
- E. The application of force includes the use of weaponless techniques, physical skills and the use of authorized weapons.
- F. Weapons should not be displayed unless it is reasonable to believe that it may be necessary to use the weapon. This does not prohibit an officer from carrying a weapon in a safe, ready condition when its use is anticipated.
- G. In the application of non-deadly force, an officer should generally avoid those areas of a subject's body which are particularly sensitive to serious bodily injury. These areas include, but are not limited to, the temples, eyes, throat, spine, kidneys and testicles.
- H. During an extremely violent attack when no alternative is available, it may be necessary for an officer to escalate to a degree and type of force greater than that which is normally used. In such an instance, the officer will be required to explain and justify such an unusual action.
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## **Policy IV**

### Report Guidelines:

- A written use of force report narrative will include:
  1. an accounting of the events leading to the use of force;
  2. a precise description of the incident;
  3. the purpose for using force;
  4. a description of the degree and type of force used;
  5. whether any weapons were involved;
  6. time medical staff was notified, person notified and time arrived on scene;
  7. description of all observed injuries and known treatment given; and
  8. identification of all participants and witnesses.

### Scenario Explanation:

An inmate was caught trying to destroy the desk in his cell by Lieutenant Jefferson doing rounds in the 1A Unit. The lieutenant requested a SRT Team for inmate removal. Two (2) officers (Paris and Smith) from the SRT Team arrived first. They attempted to handcuff and remove the inmate from the cell before he began resisting. During the resistance the inmate punched an officer in the face causing her nose to bleed. Temporary control was gained of the inmate. Two (2) more officers (Lebowski and Martin) from the SRT Team entered the cell. Lebowski took control of the inmate's arms and Martin gained control of his legs. The inmate continued to physically resist. When control was regained Officer Smith put the inmate in handcuffs and Lieutenant Pepsi took control for the inmate escort to segregation. Officer Smith was directed to see medical staff for her injury. The inmate again became physically resistive causing Officers Martin, Lebowski, Paris and Lieutenant Pepsi to once again attempt to gain control. Lieutenant Jefferson requested authorization from the Shift Commander, Captain Cisco, for a restraint chair to escort the inmate to segregation. After authorization was received Lieutenant Jefferson then retrieved a

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restraint chair with the assistance of Officer Pint. SRT Team Supervisor Sergeant Poppins arrived and assisted in placing the inmate in the chair and he was escorted to the SMU unit.

### Scenario Report:

**To:** Captain Benjamin Cisco  
**From:** Lieutenant Louise Jefferson  
**Date:** Saturday, September 23, 2023  
**Re:** Inmate John Deer (#546960)

On Saturday, September 23, I, Lieutenant Jefferson while on duty, have the following to report.

After I reviewed and signed the logbook I turned around to exit the unit. At this time I heard a loud banging. I went towards the noise and observed Inmate John Deer (#546960) moving his arms up and down punching the desk in his cell. I gave him orders to stop and Deer then began to kick at the desk. I notified the SRT Team to respond to the unit.

SRT Team officers responded. Inmate Deer was standing at the door facing the cell door window stating, "I don't need a desk in my cell." The first officer ordered him to turn around; Inmate Deer walked away towards the bunk on the right side of the cell and continued to kick at the desk. He then walked towards the door and was ordered to turn around and place his hands behind his back. He complied. When Officer Paris attempted to apply handcuffs Inmate Deer aggressively pulled away compelling Officer Smith to also enter the cell. When they attempted to gain control of Inmate Deer, he turned and punched Officer Parris, causing bleeding. Both officers then regained control of him and placed him against the wall. We all issued several loud clear orders for Inmate Deer to place his hands behind his back. Inmate Deer refused our orders and continued to resist thrashing his body and pushing away refusing to place his hands behind his back. While attempting to gain control of him, Officer Lebowski entered the cell and took control of his arms. Officer Martin entered and took control of his legs. Inmate Deer continued to resist thrashing his body and was forcefully placed on the ground facedown yelling, "I'm going to own your houses when my lawyer gets done with you!" I ordered him to stop resisting and yelling. LT Pepsi arrived and took control of Inmate Deer for the escort to segregation.

The inmate then became resistive, pulling away from escort hold and was forcefully taken to the ground where he continued to resist staff. While officers attempted to control him I notified operations of an inmate resisting staff and requested the restraint chair for escort purposes. After receiving authorization from the Shift Commander I retrieved the restraint chair.

The SRT Team Supervisor responded and the chair application process commenced. Inmate John Deer (#546960) was escorted to the SMU unit.

Respectfully Submitted,



Lieutenant Louise Jefferson

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### Policy V

#### **I. General**

- A. All allegations and incidents of sexual abuse/ harassment of inmates shall be immediately reported by staff to either the Shift Commander (if uniformed) or a member of the command staff (if non-uniformed).
- B. During regular business hours, the Shift Commander will immediately notify the Superintendent and Assistant Superintendent of Operations (AS/OPS), who shall advise Internal Affairs (IA) and the PREA Coordinator.
- C. During non-business hours, the Shift Commander shall contact the duty officer, who shall immediately notify the Superintendent, the duty officer, and the PREA Coordinator.
- D. Failure to report these allegations or incidents by staff may result in disciplinary action up to and including termination.
- E. The NCSO shall appoint a PREA Coordinator and PREA Compliance Managers for each housing facility.

#### **II. Prevention**

- A. All staff is responsible for the prevention of sexual abuse/harassment perpetrated by staff on inmates or inmates on inmates.
- B. The command staff, captains, lieutenants, and sergeants shall make unannounced rounds to identify and deter sexual abuse/harassment on every shift and document in unit log book.
- C. Inmates shall receive PREA information during intake, at orientation, and from the inmate guide. Inmates shall be responsible for familiarizing themselves with the information provided, and for reporting allegations to staff in a timely manner.
- D. The NCSO does not impose a time limit on when an inmate may submit an institutional grievance regarding an allegation of sexual abuse/harassment.
- E. The NCSO shall strive to create an environment free from sexual abuse/harassment by planning and implementing preventative measures.
- F. The PREA Coordinator shall work with the command staff and the Training Division to develop a plan to educate and inform inmates about sexual abuse/ harassment. The plan will include oral and written information regarding prevention, intervention, self-protection, reporting sexual abuse/harassment, and treatment and counseling.
- G. The Training Division shall develop a plan to train staff in their responsibilities pursuant to this policy.



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### III. Investigations / Evidence

- A. The NCSO shall investigate third party reports of sexual abuse/harassment. All investigations shall be conducted in accordance with NCSO policy, IA and relevant collective bargaining agreements, and completed even if the alleged abuser or victim has left the control of the NCSO.
- B. When evidence is collected at an outside hospital, the transporting officer(s) shall retrieve it and coordinate with IA to transport it either to the facility for refrigerated storage or to the BPD crime lab. If the alleged perpetrator is a staff member, the hospital will retain the evidence.
- C. If an inmate alleges that s/he was sexually abused or harassed, the alleged victim and perpetrator(s) shall be separated. If the alleged attack happened within a time frame that will allow for the collection of evidence, a request will be made to the alleged victim to refrain from taking any actions that could destroy physical evidence (e.g. showering, urinating or defecating). Steps shall be taken to preserve and protect any crime scene until appropriate steps can be taken to collect evidence.
- D. Any inmate who is suspected of sexual abuse/harassment shall be placed in a special management unit or the medical unit pending the investigation.
- E. Any potential witnesses shall be interviewed to corroborate the victim's statement or identify suspect(s). Steps shall be taken to prevent any retaliatory actions, such as changing housing units or accelerated classification for possible transfer.
- F. The Superintendent, IA, and the PREA Coordinator shall review and assess all reports regarding instances of sexual abuse/harassment within seventy-two (72) hours.
- G. IA will produce an investigative report within thirty (30) days of the incident unless the deadline is extended by the Superintendent.
- H. Following an investigation into an inmate's allegation that s/he suffered sexual abuse/harassment in a NCSO facility, the NCSO shall inform the inmate as to whether the allegation was substantiated, unsubstantiated, or unfounded. The NCSO shall also inform the inmate if a substantiated allegation results in an indictment or a conviction. Any reporting obligation ceases once the inmate has been released from NCSO custody.
- I. Any staff accused of sexual abuse/harassment may be placed on "no inmate contact" status or administrative leave with pay pending an investigation. Contractors, volunteers or interns shall be barred from the facility until the completion of the investigation.
- J. If the investigation determines that any staff member retaliated against other staff or an inmate for reporting sexual abuse/harassment, s/he will be disciplined up to and including termination.

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### Policy VI

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### **I. Roles and Responsibilities**

#### *A. First Responder*

- i. The staff member who first discovers a fire or other emergency shall immediately report the situation to Central Control by the most expedient means available (e.g. radio, telephone, pull station). The first responder shall provide Central Control with the following information:
  - a. the caller's name;
  - b. location where the emergency exists; and
  - c. nature and severity of emergency (fire, flood, chemical spill, etc.).
- ii. Once the first responder has communicated this information to Central Control, the staff member shall immediately undertake the following actions:
  - a. move person(s) threatened by fire, smoke or other hazardous conditions, away from the danger;
  - b. extinguish all fires that can be easily contained by using a portable fire extinguisher;
  - c. do not enter smoke filled areas without the proper equipment (Scott Air Pack) nor attempt to use emergency equipment unless trained in its use;
  - d. Administer emergency first aid while awaiting the arrival of backup personnel.

#### *B. Central Control*

When notified of an emergency, Central Control personnel shall:

- i. deploy available Sheriff's Response Teams (SRT) to the affected area(s);
- ii. contact the Dedham Fire Department (DFD) by activating the pull station if the alarm has not been activated;
- iii. call 911;
- iv. notify Area Supervisors, Shift Commander, and the Duty Officer of the emergency situation;
- v. initiate evacuation procedures as deemed necessary;
- vi. provide remote control access to emergency egress routes;
- vii. deploy additional personnel as deemed necessary; and
- viii. deploy security staff member to main lobby to provide escort to responding DFD

#### *C. Unit Officer*

In the event that a fire or emergency occurs within a housing unit, the unit officer, under the direction of Central Control or supervisory personnel, shall:

- i. evacuate those individuals threatened by fire, smoke or other hazardous condition to a safe area of refuge by moving away from the area of threat and following the evacuation procedures as posted;
- ii. attempt to extinguish the fire or contain the threat only if it is of a minor nature and only if such an attempt will not put the staff person's life in jeopardy;
- iii. be prepared to provide access to SRT and other responding personnel;
- iv. evacuate with the inmates, taking the count sheets and unit log; and
- v. once out of danger, conduct a count of inmates and staff and relay the information to the building supervisor.

#### *D. Responding Officer*

- i. SRT
  - a. Upon notification of an emergency, Central Control will dispatch an available SRT to the affected area.
  - b. The first responding unit must don a Scott Air Pak, evaluate the affected area, and report that information to Central Control.
  - c. Depending on the situation and under the direction of Central Control or supervisory personnel at the scene, the responding unit may be instructed to

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assist in evacuating inmates and staff, assist in conducting an inmate count, or provide assistance to responding fire department personnel.

- d. In the event a housing unit or area is evacuated, a cell-to-cell and room-to-room search will be conducted to ensure that all individuals have been safely evacuated.

### *E. Building Supervisor*

Upon notification of an emergency, the affected area's building supervisor will:

- i. immediately report to the involved area and provide direction and supervisory support to responding personnel;
- ii. as soon as possible, ensure an inmate count is conducted and verified; and
- iii. Upon resolution of the emergency, conduct a debriefing with involved staff and prepare and file a written report with the Shift Commander.

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## **Policy VII**

- I.** Searches shall be conducted on all inmates committed to NCSO custody and at any other time there exists a reasonable suspicion that contraband maybe hidden on a person.
- II.** Strip searches and pat searches shall be conducted by two (2) security personnel of the same gender as the inmate, when staffing permits.
- III.** Cross-gender pat searches, and searches of transgender and intersex inmates, shall be conducted in relative privacy with as much dignity as possible when staffing does not allow for searches by security personnel of the same gender as the inmate.
- IV.** Strip searches of inmates shall be conducted by one (1) security personnel of the same gender and a second person within earshot except in an emergency determined by the Sheriff, Superintendent or designee when staffing does not allow for searches by two (2) security personnel of the same gender as the inmate.
- V.** Body cavity searches shall be conducted only with the prior authorization of the Superintendent and in accordance with a court order, once a warrant has been obtained.
  - A. Court-Ordered Commitments*
    1. Every inmate admitted to the facility by order of the court is to undergo a strip search during the booking process.
    2. Strip searches may be conducted at other times when there exists a reasonable suspicion that an inmate may have contraband on his/her person.
    3. Situations which require strip search of inmates include but are not limited to:
      - a. The inmate's return to the facility from:
        - 1) Court;
        - 2) Hospital trips; and
        - 3) Outside work details;
      - b. The inmate's participation or involvement in:
        - 1) Contact visits; or
        - 2) A serious infraction where the presence of contraband is suspected;
      - c. Changes in inmate behavior that necessitate transfer to special management housing status or placement in the medical unit for suicide precautions;
      - d. Shakedown search of an area by administrative order;
      - e. Work detail or program areas where there are items that can be fashioned into weapons.
  - B. Strip Search Fundamentals*
    1. Strip searches will be limited to a visual examination of the inmate's body, and do not include body cavity search except as is permitted by these procedures.

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2. Strip searches will be conducted by an officer of the same gender as the inmate being searched, except in emergencies.
3. Strip searches must be conducted in a professional manner with due regard for the personal dignity of those involved.
4. Strip searches must be conducted in relative privacy.
5. Physical contact will be avoided during strip searches, and officers should maintain a safe distance while permitting thorough visual observation of the person being searched.
6. A flashlight may be used to assist visual inspection of the inmate's body.
7. The officer conducting the search will ensure that all clothing and personal property removed from the inmate is thoroughly searched before it is returned.
8. The officer conducting the search shall document all items seized as contraband and any unusual observations made during the search procedure. If a weapon or contraband is discovered during a search the officer should immediately notify his/her partner, secure it and continue the search from wherever s/he left off.

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### **Policy VIII**

#### Report Guidelines:

- Employees must write reports on a daily basis or whenever an incident occurs. All reports must contain the following information:
  1. WHO: Full names and titles all persons involved in an incident
  2. WHAT: What did you see or hear
  3. WHERE: The location and proxemics of an incident
  4. WHEN: Indicate the date and time of the incident
  5. HOW: Detail how it happened (if Known)
  6. ACTION TAKEN: What did you do during the incident
  7. WHY: State the reason for the incident (If Known)