New York State
Department of Civil Service

Committed to Innovation, Quality, and Excellence

A Guide to the Written Test

for

Fire Chief/Assistant Fire Chief Series

Opportunities at work.

Andrew M. Cuomo
Governor

INTRODUCTION

The New York State Department of Civil Service has developed this test guide to familiarize you with the Fire Chief/Assistant Fire Chief written test for positions such as Fire Chief, Assistant Fire Chief, Deputy Fire Chief, and Battalion Fire Chief. This test guide provides a general description of the subject areas to be tested and an explanation of the different types of questions that will be presented.

The Fire Chief/Assistant Fire Chief written test has a time allowance of 6 hours. The test will cover the following subject areas:

1. **Educating and interacting with the public -** These questions test for knowledge of techniques used to interact effectively with individual citizens and/or community groups, to educate or inform them about topics of concern, to publicize or clarify agency programs or policies, to negotiate conflicts or resolve complaints, and to represent one's agency or program in a manner in keeping with good public relations practices. Questions may also cover interacting with others in cooperative efforts of public outreach or service.

2. **Preparing written material -** These questions test for the ability to present information clearly and accurately, and to organize paragraphs logically and comprehensibly. For some questions, you will be given information in two or three sentences followed by four restatements of the information. You must then choose the best version. For other questions, you will be given paragraphs with their sentences out of order. You must then choose, from four suggestions, the best order for the sentences.

3. **Administrative supervision -** These questions test for knowledge of the principles and practices involved in directing the activities of a large subordinate staff, including subordinate supervisors. Questions relate to the personal interactions between an upper level supervisor and his/her subordinate supervisors in the accomplishment of objectives. These questions cover such areas as assigning work to and coordinating the activities of several units, establishing and guiding staff development programs, evaluating the performance of subordinate supervisors, and maintaining relationships with other organizational sections.

4. **Fire emergency job simulation exercise 1 -** This job simulation exercise tests for the ability to manage an emergency incident. The emphasis is on command-level actions and decisions in handling the incident from start to finish. The questions will cover such areas as principles and tactics of firefighting, accountability at a fire scene, hazardous materials, cause investigation, emergency medical care, community relations, and the incident command system, including interacting with other agencies and the media.

5. **Fire administration job simulation exercise 2 -** This job simulation exercise tests for the ability to develop and maintain fire department programs and activities. The questions will be based on a simulated set of administrative issues that a Chief Officer may be asked to analyze and respond to in a working day. The questions cover such areas as organizational relationships, planning, staffing, managing resources, budgeting, public relations, rules and regulations, and political and social concerns impacting the fire service.

The remainder of this test guide explains how you will be tested in each of the subject areas listed above. A **TEST TASK** is provided for each subject area. This is an explanation of how a question will be presented and how to correctly answer it. Read each explanation carefully. This test guide provides at least one **SAMPLE QUESTION** for each multiple-choice subject area. The sample job simulation exercises will be similar to what will be presented on the actual test. This test guide provides the **SOLUTION** and correct answer(s) to the sample multiple-choice questions and each sample section of the job simulation exercise. You should study these in order to understand how the correct or best answers were determined.

SUBJECT AREA 1

EDUCATING AND INTERACTING WITH THE PUBLIC: These 15 questions test for knowledge of techniques used to interact effectively with individual citizens and/or community groups, to educate or inform them about topics of concern, to publicize or clarify agency programs or policies, to negotiate conflicts or resolve complaints, and to represent one's agency or program in a manner in keeping with good public relations practices. Questions may also cover interacting with others in cooperative efforts of public outreach or service.

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.

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 him 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 him, you demonstrate that you have heard and understand his 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.*

The correct answer to this sample question is C.

SUBJECT AREA 2

PREPARING WRITTEN MATERIAL: These 15 questions test for the ability to present information clearly, accurately, and completely, and for the ability to organize paragraphs logically and comprehensibly.

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 personal injury accident.

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 personally 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.*

The best answer to this sample question is C.

SUBJECT AREA 2 (continued)

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

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.*

The best answer to this sample question is D.

SUBJECT AREA 3

ADMINISTRATIVE SUPERVISION: These 15 questions test for knowledge of the principles and practices involved in directing the activities of a large subordinate staff, including subordinate supervisors. Questions relate to the personal interactions between an upper level supervisor and his/her subordinate supervisors in the accomplishment of objectives. These questions cover such areas as assigning work to and coordinating the activities of several units, establishing and guiding staff development programs, evaluating the performance of subordinate supervisors, and maintaining relationships with other organizational sections.

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:

In a hallway, you observe two employees strongly arguing about which one of them is responsible for a set of tasks in a collaborative work project that you have delegated to two unit supervisors in your section. 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.

SOLUTION:

Choice A *is not correct. It is not reasonable that you would be able to settle the employees' dispute. Earlier you delegated the work project to two unit supervisors, who would normally be responsible for assigning tasks related to the project. The two unit supervisors must be consulted.*

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 and the work tasks they discussed. Along with learning the point of contention, it is useful for the unit supervisors to learn that two employees had a heated argument. The unit supervisors can work out a way to handle the situation.*

Choice C *is not correct. Speaking to only one supervisor about the situation leaves the second supervisor uninformed of the situation. You cannot be assured that the first supervisor will even include the second supervisor in finding a way to settle the issue. In taking this action, 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 the hallway argument, which is not helpful.*

The correct answer to this sample question is B.

SUBJECT AREA 4

FIRE EMERGENCY JOB SIMULATION EXERCISE: This job simulation exercise tests for the ability to manage an emergency incident. The emphasis is on command-level actions and decisions in handling the incident from start to finish. The questions will cover such areas as principles and tactics of firefighting, accountability at a fire scene, hazardous materials, cause investigation, emergency medical care, community relations, and the incident command system, including interacting with other agencies and the media.

TEST TASK: You will be given background information on a fictitious city in New York State and asked to assume the role of Chief Officer of the Fire Department. The background information will describe the department's equipment, personnel, and standard operating procedures for fire emergencies. Following the background information is an opening scene, in which you will be placed as Chief Officer at a major fire/emergency incident. You will be asked to make command-level decisions at many junctures in the incident. As the incident progresses, each situation described is followed by a list of choices that represent possible responses you could make. You must read the information presented and select the best choice(s) to respond to the situation presented.

Following the opening scene, the job simulation exercise will continue with **SECTION A**. The sections continue in alphabetical order to the end of the exercise. Each section will present you with a list of choices. You should select the most appropriate choice(s) from among those presented.

Each section will tell you **how many** choices you may select in that section.

- Some sections will direct you to **"Choose ONLY ONE."**
- Other sections will direct you to choose **"up to"** a specified number of choices. e.g., **"Choose UP TO THREE."** You can choose less than three if you wish, but you should not choose more than three.
- Some sections will direct you to **"Choose AS MANY as are appropriate."**
- It is important that you **follow the directions to each section carefully.***

*Follow the directions to each section carefully. Taking more choices than the directions states may result in a lower score. Scoring will be explained in the "Scoring of the Sample Job Simulation Exercise" section presented on the following pages.

A choice can be positively, negatively, or neutrally valued, depending on the appropriateness of that choice in the situation presented.

All answers will be recorded on a standard multiple choice answer sheet, XD-43 (Orange Ink.) For each choice presented, find the corresponding number on your answer sheet for that problem. With a No. 2 pencil, mark your choices as follows:

- **Fill in circle A** for each choice you **wish to select.**
- **Fill in circle B** for each choice you **DO NOT wish to select.**
- You must mark **A *or* B** for **every** choice in the simulation exercise.

Complete instructions on how to mark your answer sheet will be provided in the test materials. Only answers that you mark on your separate answer sheets will be scored. Your score for the job simulation exercise will be based on the sum of the positive and negative values of your choices.

Sample Fire Emergency Job Simulation Exercise

BACKGROUND INFORMATION

Assume you are the newly appointed Chief Officer of the Fire Department of the City of Talbot. The city operates under a mayoral form of government.

In the Talbot Fire Department, all engines are Class A pumpers (1500 gpm) with 1000 feet of 5-inch hose. All trucks are 100-foot platform-equipped quints (1500 gpm), with 1000 feet of 5-inch hose. Each apparatus is staffed by one officer and three firefighters.

Department staff includes a Fire Marshal, four Fire Investigators, and a Training/Safety Officer. The Training/Safety Officer and at least one Fire Investigator respond to all working structural fires.

In the Talbot Fire Department, the normal first-alarm response to a possible structure fire in Talbot is two engine companies, one truck company, the heavy rescue company, and a Battalion Chief. Each additional alarm consists of two engine companies, one truck company, and a Battalion Chief. All additional responding apparatus are also staffed by one officer and three firefighters. HAZMAT response and a Critical Incident Stress Debriefing Team are available to your Department.

Department Standard Operating Guidelines state that only the Incident Commander can request additional alarms, equipment, and apparatus and initiate notifications to other agencies.

OPENING SCENE

It is 3:30 p.m. on a Friday in July. The temperature is 82 degrees with no wind. You are at the scene of a commercial warehouse fire. It is a three-story “middle” warehouse in a row of five warehouses, each set about 30 feet apart. Fire and smoke are emanating out of several second and third floor windows at the front of the warehouse. Contents of the involved warehouse include tires, propane tanks, garden supplies, paint supplies, and carpeting. On the scene are the first-alarm companies (two engines, one truck, and one heavy rescue company) and a Battalion Chief. Two engine companies and the truck company have entered the front of the warehouse and are making an interior attack. Second-alarm companies are five minutes out.

The warehouse manager rushes up to you and says, “Two of my workers who just ran out the front of the building told me another worker was running 20 feet behind them, but got stopped by a wall of flames. That worker is still in there.”

Continue with Section A.

EXERCISE 1
SECTION A

You would now: **(Choose ONLY ONE.)**

1. Inform incoming second alarm companies that their first action on scene will be search and rescue.

2. Order one of the engine companies to undertake a search for the missing worker.

3. Order the heavy rescue company to undertake a search for the missing worker.

4. Tell the warehouse manager to return to his two workers, obtain certain confirmation that the other worker is missing, and then return to you with the information.

For each choice in this section, you must mark A <u>or</u> B on your answer sheet.

- Mark **'A'** if you are **selecting** that choice for action.
- Mark **'B'** if you are **<u>not</u> selecting** that choice for action.

Then, go to SECTION B on the next page.

EXERCISE 1
SECTION B

You receive a report that the missing warehouse worker has been rescued and is being treated for smoke inhalation.

It is now 4:00 p.m. and your personnel have been fighting the warehouse fire for 30 minutes. Three alarms are on the scene. A total of four companies are performing interior firefighting, but fire conditions have deteriorated on the first two floors of the warehouse.

Suddenly, the rear of the warehouse partially collapses.

Along with ordering all interior firefighting abandoned, you would now: **(Choose AS MANY as are appropriate.)**

5. Order an accountability check.

6. Order master streams applied to the collapsed area.

7. Order an immediate report from the rear sector commander.

8. Assign one company to undertake a search at the rear of the warehouse.

For each choice in this section, you must mark A <u>or</u> B on your answer sheet.

- Mark **'A'** if you are **selecting** that choice for action.
- Mark **'B'** if you are **<u>not</u> selecting** that choice for action.

THIS IS THE END OF THE SAMPLE JOB SIMULATION EXERCISE.

Solution – Sample Fire Emergency Job Simulation Exercise

Each choice in a job simulation exercise has a value that is either positive (+) or negative (-) or zero (0). Listed below are the choices in this sample job simulation exercise and their assigned values.

SCORING TABLE

	Choice	Value
Section A	1	-1
	2	-1
	3	+1
	4	-1
Section B	5	+1
	6	-1
	7	+1
	8	-1

SECTION A

The background information and opening scene inform you that you are the Chief Officer of a city Fire Department overseeing a daytime fire incident at a warehouse. With visible flames and smoke emanating from the warehouse, you are informed of a missing worker who is possibly still in the building.

*SECTION A asks you to respond to the situation presented. This is a **"Choose ONLY ONE"** section. You should select the **one** choice that represents the best response to make in this situation based on the information given.*

*In the situation, the warehouse manager gives you credible information that one worker is very likely remaining in the warehouse in the area of the fire. You must make an effective, quick response to have this worker found. Choice 3 represents the quickest and most effective way to search for the worker, and so choice 3 is the one correct choice. This choice is positively valued and you would receive credit if you marked **A** (YES) for choice 3 on your answer sheet.*

Choice 1 is not positively valued because it does not address the immediate critical problem of the missing worker.

Choice 2 is not positively valued because each engine company is already assigned to interior attack. Redeploying an engine company takes a bit of time – time that you cannot afford right now.

*Choice 4 implies there is some doubt about the warehouse manager's information, when actually he has given credible information that requires a quick response. In summary, choices 1, 2, and 4 are negatively valued and you should mark **B** (NO) for these choices if you choose **not** to take these choices.*

SECTION B

In SECTION B, you learn that your personnel have now been fighting the warehouse fire for 30 minutes. Four companies are now performing interior firefighting. Fire conditions have deteriorated on the first two floors, and suddenly the rear of the warehouse partially collapses.

SECTION B asks you to respond to the situation presented. This is a ***"Choose AS MANY as are appropriate"*** *section. You should select as many choices as are appropriate to make the best response to the given situation.*

In this section, there are two positively valued choices: Choice 5 and Choice 7.

Choice 5, ordering an accountability check, is a critical action to take in response to the sudden partial collapse. You must learn whether any firefighters are missing after the collapse. If one or more firefighters are missing, their rescue would become your primary concern. This choice is positively valued and you would receive credit if you marked ***A*** *(YES) for choice 5 on your answer sheet.*

Choice 7, ordering an immediate report from the rear sector commander, is another critical action to take. This commander acts as your "eyes" for viewing the partial collapse at the rear of the warehouse. The details of his report will guide your next direction to personnel in response to the partial collapse. This choice is positively valued and you would receive credit if you marked ***A*** *(YES) for choice 7 on your answer sheet.*

Choice 6, ordering master streams applied to the collapsed area, is a poor action. Doing this pours water on an area that may contain missing firefighters and accomplishes nothing. Also, if there are missing firefighters, there may soon be other firefighters doing search and rescue in this area.

Choice 8, assigning a company to search the rear of the warehouse, is a poor action because it is premature. At this point, you don't know whether there are any missing firefighters in this area. You would be sending firefighters into a potentially dangerous area before you know whether it is necessary.

In summary, choices 6 and 8 are negatively valued and you should mark ***B*** *(NO) for these choices if you choose* ***not*** *to take these choices.*

Scoring the Sample Job Simulation Exercise

SECTION A is a **"Choose ONLY ONE"** section. There is only **one** positive choice in this section: choice 3. The values in this **"Choose ONLY ONE"** section range from -1 to +1. If you select choice 3 (Mark A on your answer sheet), you will receive a score of +1 for this section. If you select choice 1, 2, or 4, you will receive a score of -1 for this section. If you do not follow directions and instead select two choices (for example, choices 3 and 4), you would receive credit for the one lowest valued choice among the choices you select. In the example just given (selecting choices 3 and 4), you would receive a section score of -1, the value of choice 4.

SECTION B is a **"Choose AS MANY as are appropriate"** section. The values in this section range from -1 to +1. This type of section can have any number of positively valued choices. In this type of section, you receive a score of +1 for each positive choice you select and a score of -1 for each negative choice you select, regardless of the number of choices selected.

There are two positive choices in this section: choices 5 and 7. If you make two choices in this section and select choices 5 and 7 (Mark A on your answer sheet), you will receive the maximum score for this section, +2. If your selection of choices includes choices 6 or 8, you will receive a score of -1 for each of these choices, resulting in a section score that is lower than +2. For example, if you select choices 5, 7, and 8, you will receive a score of +1 for the section. This is the sum of +1, +1, and -1.

SUBJECT AREA 5

FIRE ADMINISTRATION JOB SIMULATION EXERCISE: This job simulation exercise tests for the ability to develop and maintain fire department programs and activities. The questions will be based on a simulated set of administrative issues that a Chief Officer may be asked to analyze and respond to in a working day. The questions cover such areas as organizational relationships, planning, staffing, managing resources, budgeting, public relations, rules and regulations, and political and social concerns impacting the fire service.

TEST TASK: You will be given the same background information as Subject Area 4, the Fire emergency job simulation exercise. You are asked to assume the role of Chief Officer of the Fire Department in a fictitious city in New York State.

Following the background information, you will be presented with one or more work-related documents (such as memos, e-mails, and information presented in charts or tables). The job simulation exercise then continues with **SECTION A**. The sections continue in alphabetical order to the end of the exercise. Each section will present you with a list of choices. You should select the most appropriate choice(s) from among those presented.

Each section will tell you **how many** choices you may select in that section.

- Some sections will direct you to **"Choose ONLY ONE."**
- Other sections will direct you to choose **"up to"** a specified number of choices. e.g., **"Choose UP TO THREE."** You can choose less than three if you wish, but you should not choose more than three.
- Some sections will direct you to **"Choose AS MANY as are appropriate."**
- It is important that you **follow the directions to each section carefully.***

*Follow the directions to each section carefully. Taking more choices than the directions states may result in a lower score. Scoring will be explained in the "Scoring of the Sample Job Simulation Exercise" section presented on the following pages.

A choice can be positively, negatively, or neutrally valued, depending on the appropriateness of that choice in the situation presented.

All answers will be recorded on a standard multiple choice answer sheet, XD-43 (Orange Ink.) For each choice presented, find the corresponding number on your answer sheet for that problem. With a No. 2 pencil, mark your choices as follows:

- **Fill in circle A** for each choice you **wish to select.**
- **Fill in circle B** for each choice you **DO NOT wish to select.**
- You must mark **A *or* B** for **every** choice in the simulation exercise.

Complete instructions on how to mark your answer sheet will be provided in the test materials. Only answers that you mark on your separate answer sheets will be scored. Your score for the simulation exercise will be based on the sum of the positive and negative values of your choices.

Sample Fire Administration Job Simulation Exercise

BACKGROUND INFORMATION

(Note: This is the same background information that is presented in the Sample Fire Emergency Job Simulation Exercise.)

Assume you are the newly appointed Chief Officer of the Fire Department of the City of Talbot. The city operates under a mayoral form of government.

In the Talbot Fire Department, all engines are Class A pumpers (1500 gpm) with 1000 feet of 5-inch hose. All trucks are 100-foot platform-equipped quints (1500 gpm), with 1000 feet of 5-inch hose. Each apparatus is staffed by one officer and three firefighters.

Department staff includes a Fire Marshal, four Fire Investigators, and a Training/Safety Officer. The Training/Safety Officer and at least one Fire Investigator respond to all working structural fires.

In the Talbot Fire Department, the normal first-alarm response to a possible structure fire in Talbot is two engine companies, one truck company, the heavy rescue company, and a Battalion Chief. Each additional alarm consists of two engine companies, one truck company, and a Battalion Chief. All additional responding apparatus are also staffed by one officer and three firefighters. HAZMAT response and a Critical Incident Stress Debriefing Team are available to your Department.

Department Standard Operating Guidelines state that only the Incident Commander can request additional alarms, equipment, and apparatus and initiate notifications to other agencies.

OPENING SCENE

Today is Monday, August 8, 2011. You are in your office. Last Friday, you were out of town at an all-day conference.

Read Documents One and Two on the next two pages

Then continue with Section 2A.

DOCUMENT ONE

E-mail Message

Fire Chief

From: Mayor Cromwell
Sent: August 8, 2011 11:45 a.m.
To: Fire Chief (You)
Subject: Surplus Equipment
Priority: Normal

Chief,

I have just received word about surplus SCBAs and other firefighting equipment that is available from the National Guard. It has been used mostly in training new guard members and has relatively little use. Perhaps we could replace some of our equipment and free up money budgeted for equipment to be used to pay overtime.

My contact at the National Guard is Captain McCabe. He is going to dispose of the equipment either by declaring it surplus or by finding another department that is willing to take the equipment.

We will want to move quickly on this. Captain McCabe says that at least two other fire departments are also interested in the equipment and that he will be calling them this afternoon if he does not hear from you.

I let Captain McCabe know that you may be interested in the equipment. You may contact him at your discretion. If you want the equipment, you will need to cover the cost of shipping it. The equipment is at the Fort Kettle Army Depot, about 75 miles from here. Captain McCabe's number is 555-3575.

Mayor Cromwell
City Hall
234 Main Street
Talbot, New York

DOCUMENT TWO

City Of Talbot

MEMORANDUM

To: Fire Chief (You)

From: Conrad Garvey, City Council

Date: August 5, 2011

Subject: Overtime restriction

As chair of the Public Safety Committee, I am informing you of an important decision from our last meeting. As of September 1, you may not allow Fire Department overtime in any month without my written authority. This is in keeping with Mayor Cromwell's drive to cut costs in various city departments to free up funds for this fall's major projects for neighborhood improvement. Thank you for your cooperation.

Continue now with SECTION 2A.

EXERCISE 2
SECTION 2A

In Document One, the mayor informs you of the availability of surplus fire equipment from the National Guard. In response to the e-mail from the Mayor, you would now: (Choose ONLY ONE.)

1. Call Captain McCabe and ask that the equipment be sent to you.

2. Ask one of your Battalion Chiefs if the department can use the equipment.

3. Call Captain McCabe to get more information about the equipment.

4. Call Captain McCabe and politely refuse the equipment.

5. Determine the cost of shipping the equipment to your department.

For each choice in this section, you must mark A <u>or</u> B on your answer sheet.

- Mark **'A'** if you are **selecting** that choice for action.
- Mark **'B'** if you are **<u>not</u> selecting** that choice for action.

Then, go to Section 2B on the next page.

EXERCISE 2
SECTION 2B

In Document Two, Councilman Garvey informs you that the Public Safety Committee has decided that, starting September 1, your department may not use overtime in any month without Councilman Garvey's written authority.

You would now: (Choose UP TO TWO.)

6. Advise Councilman Garvey that he has no authority to limit your overtime.

7. Review your budget to determine where cuts can be made to pay for overtime.

8. Notify the mayor of Councilman Garvey's overtime restriction.

9. Notify the union of Councilman Garvey's directive to limit overtime.

10. Determine whether Councilman Garvey as chair of the Public Safety Committee has the authority to make decisions about Fire Department overtime.

11. Determine whether the neighborhood improvement projects will increase neighborhood safety.

12. Discontinue activating off-duty staff for all normal second alarm responses to city fires.

For each choice in this section, you must mark A <u>or</u> B on your answer sheet.

- Mark **'A'** if you are **selecting** that choice for action.
- Mark **'B'** if you are **<u>not</u> selecting** that choice for action.

THIS IS THE END OF THE SAMPLE JOB SIMULATION EXERCISE.

Solution – Sample Fire Administration Job Simulation Exercise

Each choice in a job simulation exercise has a value that is either positive (+) or negative (-) or zero (0). Listed below are the choices in this sample job simulation exercise and their assigned values.

SCORING TABLE

	Choice	Value
	1	-1
	2	-1
Section 2A	3	+1
	4	-1
	5	-1
	6	-1
	7	-1
	8	+1
Section 2B	9	-1
	10	+1
	11	-1
	12	-1

SECTION 2A

The background information tells you that you are the Chief Officer of a city Fire Department. The city operates under a Mayoral form of government.

Document One is an e-mail from the Mayor requesting your action on some surplus fire equipment available from the National Guard. Document Two is a memo from City Councilman Garvey, who is chair of the Public Safety Committee. In the memo, you are informed that the Public Safety Committee has decided that you will not be able to grant fire department overtime without permission from Councilman Garvey.

Section 2A asks for your response to the Mayor's memo on the available surplus fire equipment. This is a ***"Choose ONLY ONE****" section. You should select the one choice that represents the best response to make in this situation based on the information given.*

Choice 3 is the best choice in this section. Additional information about the equipment is essential before any action can be taken. You must learn the type of equipment (other than the SCBAs mentioned) and the age and condition of all equipment. Choice 3 is positively valued and you would receive credit if you marked ***A*** *(YES) for choice 3 on your answer sheet.*

Choice 1 is not positively valued because it is a premature action. Without getting further information, you could be receiving equipment that the department cannot use.

Choice 2 is not positively valued; it is not possible to have the Battalion Chief determine if the department can use the equipment before you have full information about it.

Choice 4 is not positively valued because you are refusing the equipment before learning anything about it; the equipment could be useful, but you need more information about it.
Choice 5 is not positively valued because it is premature and veers away from the central issue. You can determine shipping costs at a later time, if you learn that the equipment is useful to your department. Also, it is not possible to determine the cost of shipping if you do not know what the equipment is.

In summary, Choices 1, 2, 4, and 5 are negatively valued and you should mark ***B*** *(NO) for these choices if you choose not to take these choices.*

SECTION 2B

Section 2B asks for your response to Document Two, a memo from Councilman Garvey, chair of the Public Safety Committee. The memo informs you of the committee's decision that you, as Fire Chief, may not use overtime without the written authority of Councilman Garvey.

*This is a **"Choose UP TO TWO**" section. You should select up to a maximum of two choices that represent the best response to the issue, based on the information given.*

*There are **two** positive choices in this section: choices 8 and 10.*

Choice 8, notifying the mayor of Councilman Garvey's overtime restriction, is an appropriate action. As Fire Chief, you would want to find out whether the mayor is aware of the councilman's restriction and the mayor's opinion of the restriction. The Public Safety Committee may have made this decision without consulting either you or the mayor.

Choice 10, determining if the councilman, as chair of the Public Safety Committee, has the authority to make the overtime decision, is also an appropriate action. It is possible that the committee has overstepped its bounds; you can determine this by checking with the city attorney or reviewing city documents. This choice, in tandem with Choice 8, could possibly lead to the reversal of the committee's decision on Fire Department overtime.

*Choices 8 and 10 are positively valued and you would receive credit for each choice if you marked **A** (YES) for each on your answer sheet.*

Choice 6, advising the councilman that he has no authority to limit your overtime, is negatively valued. You do not know yet whether this is true, so this action is premature. Also, this may be a matter that the mayor needs to address with the councilman.

Choice 7, reviewing your budget to determine where cuts can be made to pay for overtime, is negatively valued. It is also a premature action, since you do not know yet whether the overtime restriction will actually take effect. Also, cutting the budget may negatively affect other parts of the department.

Choice 9, notifying the union about the directive on overtime is negatively valued. It is a premature act as well as a possibly inflammatory action on a sensitive subject.

Choice 11, determining whether the neighborhood improvement projects will increase neighborhood safety, is negatively valued. This finding is unrelated to your need to provide adequate staffing. Also, as Fire Chief, this concern is out of your realm; such a determination would be made by the mayor and the Police Department.

Choice 12, halting the activation of off-duty staff for second-alarm responses to city fires, is negatively valued. If activation of off-duty staff for a second-alarm response is needed, these staff should be activated to protect lives and property.

*In summary, Choices 6, 7, 9, 11, and 12 are negatively valued, and you should mark **B** (NO) for these choices if you choose not to take these choices.*

Scoring the Sample Job Simulation Exercise

SECTION 2A is a **"Choose ONLY ONE"** section. There is only **one** positive choice in this section: choice 3. The values in a **"Choose ONLY ONE"** section range from -1 to +1. If you select choice 3 (Mark A on your answer sheet), you will receive a score of +1 for this section. If you select choice 1, 2, 4, or 5, you will receive a score of -1 for this section. If you do not follow directions and instead select two choices (for example, choices 3 and 5), you would receive credit for the one lowest valued choice among the choices you select. In the example just given (selecting choices 3 and 5), you would receive a section score of -1, the value of choice 5.

SECTION 2B is a **"Choose UP TO TWO"** section. There are two positive choices in this section: choices 8 and 10. The values in a **"Choose UP TO TWO"** section range from -1 to +1. If you select choices 8 and 10 (Mark A), you will receive a score of +2 for this section. If, among your choices, you select choices 6, 7, 9, 11 or 12, you will receive a score of -1 for each of these choices, resulting in a section score that is lower than +2. For example, if you select choices 8 and 11, you would receive a section score of 0 (the sum of +1 and -1).

If you do not follow directions and instead select three choices (for example, choices 6, 8, and 10), you would receive credit for the two lowest valued choices among the choices you select. In the example just given (selecting choices 6, 8, and 10), you would be "credited" for choices 6 and 8 and receive a score of 0 for the section (the sum of -1 and +1).

TEST SECURITY

The test you will be taking is the property of the New York State Department of Civil Service. Candidates may not remove test material from the test site and may not reproduce, reconstruct, or discuss the test content with others. Unauthorized possession or disclosure of the test material is prohibited by law and punishable by imprisonment and/or a fine. Additionally, candidates may be disqualified from appointment to the positions for which the examination is being held and from being a candidate for any civil service examination for five years. After you take the test, other individuals may want to talk with you about the test. You should not discuss the questions and answers, even in general terms. You should be careful that you do not inadvertently violate test security and put yourself at risk.

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 ...

- Study and review this guide 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 ...

- Arrive at the test site on time.
- Bring your Admission Notice, two No. 2 pencils, a photo ID containing your signature, a quiet lunch or snack, and any other **allowed** materials.
- Do **NOT** bring this test guide to the test site.

At 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 anywhere on the grounds of the test site (this includes the test room, hallways, restrooms, building, grounds, and parking lots) could result in your disqualification.

During the test ...

- Read and follow all directions on your Admission Notice, test booklets, answer sheets, and Candidate Directions.
- Follow the Monitor's instructions.
- Keep track of the time.

After the test ...

- Do **NOT** remove any test materials from the test room.
- Do **NOT** paraphrase, reconstruct, or reproduce the test material in any way.
- Do **NOT** discuss the test material with others.

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