

M E M O R A N D U M

To: C.I.F.A. Members and Attendees

From: Elizabeth Reed, Assistant Executive Director

Date: March 13, 2020

Subject: CIFA Meeting Minutes

The following is a summary of the items discussed at the joint CIFA committee meeting on Wednesday, February 26, 2020, at 1:00 p.m. Per the collective bargaining agreement between the City of Columbus and the Columbus Fire Fighters Union Local #67 (I.A.F.F.) (the Contract), Section 23.2, the development of certain administration policies and procedures will be discussed by a joint committee comprised of the Civil Service Commission (CSC), the Public Safety Department and the I.A.F.F. This is the continuance of such meetings for the 2021 fire promotional exams to be administered late in 2020 and in 2021. The CSC staff will draft written test plans, the test plans will be considered the final plans for 2021 promotional exams and will be presented to the I.A.F.F.'s consultant for review. Please note, these minutes represent the plans at the time of this meeting; changes to the plans may be presented in the forthcoming final written test plans. The following individuals were in attendance.

Attendees: Christopher Blair, Fire Assistant Chief, Division of Fire
C. Amy DeLong, Executive Director, CSC
Jeremy Dulaney, Personnel Analyst II, CSC
Michael Federer, Office Assistant III, CSC
Jeffrey Geitter, I.A.F.F. CSC Liaison
Sheri Goodwin, Personnel Analyst II, CSC
Laura Hausman, Personnel Administrative Manager, CSC
Elizabeth Reed, Executive Assistant Director, CSC
Douglas Sarff, Department Human Resources Officer, Public Safety
Mark Maddox, I.A.F.F. Representative

Topics of Discussion:

I. Welcome

This meeting was the second of two CIFA meetings. The purpose of this meeting was to discuss plans for the upcoming fire promotional exams focusing on issues not discussed or left unresolved from the first CIFA meeting which occurred on January 10, 2020. The exams discussed were:

- 2021 Fire Battalion Chief and 2021 Fire Deputy Chief
- 2021 Fire Lieutenant and 2021 Fire Captain

II. Security Agreements

Security agreements were distributed and signed by non-CSC CIFA attendees. It was explained that the security agreement is necessary due to the confidential nature of the information discussed during the meeting. Additionally, information discussed during this meeting is confidential until the CIFA meeting minutes are published on the CSC website. The minutes were estimated to be published in approximately three weeks.

III. Job Analysis Status

For the job analyses, CSC staff collected survey data from job incumbents and supervisors, analyzed the data, and held technical conferences to discuss the results. CSC staff are in the initial report writing phase to document the findings. The data suggest that the jobs have not changed significantly since the last job analysis conducted 8 years ago. The expected completion date of the job analysis reports, with final reviews, is roughly June 2020. Upon completion, CSC staff will forward the reports to the I.A.F.F. consultant for review. Once finalized and approved, the job analysis reports will be uploaded to Target Solutions.

IV. Reading Lists

CSC is working to remove material that will not be tested from the internal source documents. Once complete, the modified internal source documents will be uploaded into Target Solutions. Once uploaded, those materials will be the source documents used for testing. Candidates are to use Target Solutions as the only source from which to study internal source material for the exams. This should minimize questions regarding what to study while providing the source material in one location for candidates. All Division of Fire personnel have access to Target Solutions through a web portal that is accessible anywhere they can connect to the internet.

One-page reading lists will be published on Target Solutions and the CSC website. No specific inclusions or exclusions will be noted on the reading lists. All external source material noted on the reading lists will be subject to testing for the designated ranks.

The reading lists were reviewed by CIFA members who provided positive remarks about the lists presented. There were no objections to the titles/materials listed. Once the I.A.F.F. notifies CSC that they have secured their consulting firm, the reading lists will be sent to the consultant for review. After the consultant review, the reading lists will be published on the CSC's website.

V. Information to Candidates

Before and during the application filing period, Fire Division personnel will be notified by PA announcements and via email when important information is posted on the CSC's website. These announcements may include information regarding the important dates, reading lists, and application filing periods.

After the application filing period, CSC will email notices for the distribution of admission notices, test results, and other pertinent reminders or communication to applicants. The CSC uses text as an additional form of communication during the testing process. To receive CSC text messages, candidates must opt to receive text messages when filing their applications.

The I.A.F.F. raised concerns that candidates with the same name or similar names coming to a test without an admission notice may be given the wrong person-identification number at check-in. The I.A.F.F. advocated turning applicants away who do not have the admission notice or proper identification at check-in. Per CSC policy, if an applicant does not have their photo ID and/or admission at exam check-in, they will be permitted to take the exam, however;

- If the applicant does not have a photo ID, the applicant will be required to complete a conditional admission form and allow CSC to take their photo for comparison at a later time. If the candidate does not return with a photo ID to verify their identity by the deadline indicated, the candidate's exam will not be scored.
- If the applicant does not have their admission notice, a conditional admission notice will be provided. CSC staff will verify information from the candidate's profile to issue the correct personal identification number. By not requiring these documents at check-in, CSC allows for emergency or unexpected situations in which candidates may not be able to access these documents at the time of check-in.

CSC staff will work with CTV to produce video-recorded Information Sessions. CSC will post the videos and related handouts on the CSC website pages. CSC will not host in-

person information sessions for these promotional exams. CSC will review the questions received during previous Information Sessions to incorporate the answers in the 2021 Information Sessions for all four tested ranks or the 2021 test guide for the Fire Lieutenant and Fire Captain Exams. The videos will be available to view at the candidate's convenience and may be viewed as many times as they like. This new practice ensures continuity and consistency of the information being provided to candidates.

Questions regarding the content of the information sessions or the exam, in general, may be asked via email or phone. Answers may not be provided at the time of the call but rather the questions will be collected and the answers will be posted as part of Frequently Asked Questions (FAQ) and posted on the CSC website. The FAQ will be updated throughout the examination processes. This practice provides all candidates an opportunity to read the same answers to questions that are posed by candidates.

VI. Fire Battalion Chief and Fire Deputy Chief

The CIFA members reviewed the updated Important Dates document. The changes since the previous meeting were:

- the Reading List posting date range was moved to March, which is planned to be after the review by the I.A.F.F. consultant and,
- the Information Sessions were changed from specific dates to an "available by" date.

The CIFA members reviewed and discussed a document that showed the exam phases, the general design of the tests, and the weighting of the phases. The weighting will remain the same as previous exams, however, the cut score for the Fire Battalion Chief test will be based upon all three phases of the exam, not just the tactical.

The use of the written work sample testing format was discussed. CSC staff explained that while multiple-choice exams assess rote knowledge, the written work sample format provides a better assessment of the candidate's ability to apply knowledge. Skilled CSC personnel analysts will score the written work sample phase for both ranks. The I.A.F.F. stated that they would like to see a more concise grading rubric made available to candidates. For the upcoming exams, CSC will discuss the scoring model in the Information Session videos. CSC will post on the website a sample exercise with a sample scoring key.

The written work sample will be administered on computers, as such, there will be a preview day during which candidates will be provided the opportunity to visit the computer lab prior to the exam to familiarize themselves with the computer testing center.

The I.A.F.F. requested that the Tactical Exams and Oral Boards be administered with preferably a minimum of one-day separation. CSC staff explained that the schedule is dependent upon the number of candidates who will be tested. The final determination of the exam dates will be made once the CSC knows the number of candidates.

VII. Fire Captain and Fire Lieutenant Exams

The CIFA members reviewed the updated Important Dates document. The changes since the previous meeting were:

- the Reading List posting date range was moved to March, which is after the planned review by the I.A.F.F. consultant,
- the Information Sessions were changed from specific dates to an “available by” date, and,
- reference to the term “clerical review” changed to “paper inspection.”

The term “clerical review,” previously used by CSC was changed to “paper inspection” to better reflect the actual activity and function. The paper inspection is the time in which candidates have the opportunity to verify the tabulation of their scores. Should any errors be brought to the attention of CSC, they will be addressed right away.

The CIFA members reviewed and discussed a document that showed the exam phases, the general design of the tests, and the weighting of the phases. CSC presented the exam weighting to remain the same as the previous exam and as noted on the handout provided. The 2021 Fire Lieutenant exam includes a single hurdle to move to phase III, which is based on a combined score of phase I and phase II with a maximum of 90 candidates moving on to the oral board phase. The Fire Captain exam has a single hurdle prior to moving to phase II of the exam with a maximum of 40 candidates moving on to the tactical exam phase.

For the Fire Lieutenant exam, CSC plans to test phase I and phase II on the same day with a break of two to three hours after the multiple-choice exam prior to beginning the tactical exam. It was noted that these two exams are relatively short in length of time; candidates are given two and a half hours to complete multiple-choice and roughly an hour to take the tactical exam. Single-day testing minimizes the opportunity for errors in the testing process, is financially prudent, and logistically sound. The break between the two phases on the day of testing is offered to reduce test-taker fatigue. The I.A.F.F. stated objections to the testing of two phases in one day.

The I.A.F.F. and CFD both stated that there is a strong possibility of a greater volume of candidates applying during the next exam cycle.

VIII. Appeals and Paper Inspection Procedures

For appeals, candidates will be permitted to attend one day of the appeals for the multiple-choice and one day for the tactical. Once a candidate turns in materials and leaves they will not be permitted to return. If appeals for multiple phases occur during the same time frame, candidates will be permitted to do both phases during that day or may attend on two separate days. Once a candidate turns in a phase's materials they will not be permitted to file any additional appeals for that phase.

For paper inspections, candidates will be permitted to attend one day of the paper inspection for multiple-choice, one day for tactical, and one day for oral board. Once a candidate turns in materials and leaves, they will not be permitted to return. If the paper inspection for multiple phases occurs during the same time frame, candidates will be permitted to do both phases during that same day or on different days. Once a candidate turns in a phase's materials they will not be permitted to view those materials again.

The I.A.F.F. requested that the written instructions, as well as the videos, be provided for reference during the Fire Captain Tactical appeals process. The I.A.F.F. would like for members to be able to listen to their response, challenge the scoring of their response, and confirm whether points were received or not. This issue was ruled on in a previous arbitration, the current process is what was decided upon as a result of the arbitration.

IX. Test Results Procedures

CIFA members reviewed handouts detailing the results procedures for the exams. CSC noted that they count on the I.A.F.F. to verify seniority points. CIFA members requested information regarding the cutoff date used to calculate seniority points. According to CSC policy, cutoff dates in the **Division of Fire** shall be the **first** date of the multiphase testing process for the class being tested.

Discussion occurred surrounding the dates and timing of the 10-day tentative results and the purpose of the tentative results period. The focus of the tentative result period is to have any issues brought to the attention of CSC so that they may be addressed prior to the eligible list being established.

After the lists have been established, candidates will be permitted to schedule an appointment to view their own oral board video-recorded responses. Candidates may bring a mentor to this review. Once a candidate turns in materials and leaves they will not be permitted an additional review.

The I.A.F.F. requested that for the Fire Captain Tactical phase, candidates have the opportunity to hear the audio recording of their tactical as a feedback session with a mentor during the Oral Board Video Review. The purpose of this would serve as a means of bettering their skill set. Commission staff will consider this request and provide a response in the final test plan.

X. Subject Matter Experts

It was confirmed that due to concerns for test security, the Department of Public Safety will not approve the use of any internal personnel as a contact should the external subject matter experts have questions that arise during test development that CSC personnel cannot answer.

XI. Any Additional Concerns or Comments from I.A.F.F./Department/Division

- The I.A.F.F. expressed concerns with multiple phases being tested on the same day. Specifically, citing that it will be difficult for members to have two different competencies with different theories and concepts being tested in one day.
- For the Fire Captain tactical exam, the I.A.F.F. would like for there to be a candidate review of the scoring compared to the audio-recorded responses.
- The I.A.F.F. would like for more information to be provided to candidates regarding how the written work sample is scored and stated that candidates have not had the opportunity to review the scoring key for the writing sample and tactical phases.
- The I.A.F.F. raised concerns regarding the oral board scoring and what should be done when assessor scores disagree by two or more points. The I.A.F.F. sent this concern to their consultant seeking a recommendation.
- The I.A.F.F. understands that CSC in conjunction with CIFA cannot predict everything that can possibly come up during the examination process, however, they asked for a plan of how we will address and resolve testing issues. CSC stated that quick and direct communication between parties when difficulties arise would aid in the resolution of issues.

Below are items Civil Service agreed to as a result of the CIFA meetings and of issues raised by the I.A.F.F.:

- Internal Reading List material posted to Target Solutions in identified testing folders.

- Exclusions of the internal materials (portions that won't be considered for testing) will be removed from the internal source materials prior to posting.
- The CSC will provide the Job Analysis Reports to be posted to Target Solutions for candidate access.
- The CSC will provide the Test Plans to be posted to Target Solutions for candidate access.
- The CSC will develop Information Sessions to be video recorded and posted on the Civil Service website for candidates to access throughout the testing process.
- As candidates contact or call the CSC to ask questions, the CSC will draft the questions along with answers and post them to the Civil Service website for candidates to access throughout the testing processes. The CSC will update this posting regularly.
- The CSC will send the Division drafted email and P.A. announcement reminders when the reading lists are made available and during the application filing periods.
- For Candidates who opt-in for text messaging when completing an application, the CSC will send text messages with important updates throughout the examinations.
- The CSC will verify, through information from the applicant profile, the person identification numbers of those needing a conditional admission when checking into the exams.
- In the instructions for the Fire Captain Tactical Exam, the CSC will give candidates information on how to handle a technical problem. The CSC will post additional instructions in the individual test rooms.
- A test administrator will be in place outside the Fire Captain Tactical Exercise rooms/Oral Board suites to handle any issues that arise.
- Countdown timers and a silent wall clock will be provided within candidate view during the Oral Board Examinations.
- Due to confusion of the terms 'appeals' and 'clerical review,' the CSC is renaming the 'clerical review' to 'paper inspection.' The term paper inspection is more descriptive of what occurs during such sessions.

- During the first CIFA meeting, in an effort to increase exam security, the CSC proposed that candidates would be limited to one session of 3 to 4 hours to appeal or conduct a paper inspection. After input from the IAFF representatives, candidates will be offered up to a full day to attend an appeal or paper inspection session for each phase that offers such reviews. Once a candidate leaves they will not be permitted to return.
- The CSC will provide an in-depth orientation about the Columbus Division of Fire to external development subject matter experts.
- The CSC will incorporate more rigorous internal reviews of test materials.
- The CSC will test for the Fire Lieutenant and Fire Captain oral boards on separate dates.
- The CSC will provide more rigorous training of CSC test monitors for test administrations and scoring.
- For test administration of the oral exams, the CSC has developed test schedules and plans that reduce the demands on staff so that there is less reliance on temporary and part-time staff and reduce the likelihood of staff errors.
- As soon as the CSC becomes aware of any unexpected occurrence that impacts test-takers, the CSC agreed to promptly follow-up and communicate with the I.A.F.F. representative. The I.A.F.F. agreed to promptly communicate with the CSC when members raise concerns about testing.

2021 Fire Promotional Exams CIFA Meeting Agenda
Wednesday, February 26, 2020

Agenda

- I. Welcome and Introductions
 - Purpose of Meeting
- II. Security Agreements
 - a. Discuss nature of confidential information to be discussed
 - b. Discuss when information will be public
- III. Job Analysis and Test Plan Status
- IV. Reading Lists
- V. Information to Candidates
 - a. P.A. Announcements and Check-In Procedures
 - b. Information Sessions and Test Guide
 - c. Contact Us – Questions and Answers posted on Website
- VI. Fire Battalion Chief and Fire Deputy Chief
 - a. Important Dates
 - b. Exam Phases; General Design
 - c. Preview Day for Written Work Sample
- VII. Fire Captain and Lieutenant Exams
 - a. Important Dates
 - b. Exam Phases; General Design
 - c. Appeals and Paper Inspections
- VIII. Test Results Procedures
- IX. Subject Matter Experts
 - a. Internal source
- X. Any Concerns from Union/Department/Division

C.I.F.A.

02/26/2020

Name		Response	
CSC Conference	Room 230	Meeting	Attendance
Mattox, Mark	Required Attendee	None	Here
Geitter, Jeffrey J.	Required Attendee	None	Here
Sarff, Douglas A.	Required Attendee	Accepted	Here
Blair, Christopher A.	Required Attendee	Accepted	Here
DeLong, Amy	Required Attendee	Accepted	Here
Elizabeth A. Reed	Required Attendee	Accepted	Here
Hausman, Laura	Required Attendee	Accepted	Here
Goodwin, Sheri	Required Attendee	Accepted	Here
Dulaney, Jeremy J.	Required Attendee	Accepted	Here
Stein, Steve	Optional Attendee	None	Abstain
Federer, Michael E.	Required Attendee	Accepted	Here

2021 Fire Lieutenant Promotional Exam Reading List

Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual	X		X
3.	IAFF Contract Effective 11/01/17 – 10/31/20*	X		X
4.	City of Columbus Central Work Rules			X
<p>*The internal sources have been edited, omitting limited sections. When preparing for the examination only use the version of the sources provided on Target Solutions in the CSC Promotional Examination materials folder.</p>				
External Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	<u>Fireground Strategies 3rd Edition</u> Anthony Avillo, Fire Engineering (2015) ISBN-13: 978-1593703530 Available at: www.amazon.com , www.barnesandnoble.com	X	X	
2.	<u>Civil Service Commission Supervisor's Manual for Testing</u>	X		X
3.	<u>Step Up and Lead</u> Frank Viscuso; Fire Engineering Books & Videos(March 25, 2013) ISBN-13: 978-1593703080 Available at https://fireengineeringbooks.com/ www.amazon.com	X		X
<p>IMPORTANT:</p> <p>1) When ordering books, be sure to utilize the ISBN number.</p> <p>2) Any of the listed source materials may be referenced by candidates during the preparation period of the Oral Board phase. All other exam phases are closed book. Personal electronic sources will <u>not</u> be permitted for use during exams.</p>				

2021 Fire Captain Promotional Exam Reading List

Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual	X		X
3.	IAFF Contract Effective 11/01/17 – 10/31/20*	X		X
4.	City of Columbus Central Work Rules			X
<p>*The internal sources have been edited, omitting limited sections. When preparing for the examination only use the version of the sources provided on Target Solutions in the CSC Promotional Examination materials folder.</p>				
External Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	<u>Collapse of Burning Buildings: A Guide To Fireground Safety 2nd Edition</u> Vincent Dunn; Fire Engineering (2010) ISBN-13: 978-1593702335 Available at: www.amazon.com , www.barnesandnoble.com	X	X	
2.	<u>Building Construction for the Fire Service 6th Edition</u> Glenn Corbett & Francis L. Brannigan; Jones & Bartlett Learning; 6 edition (October 21, 2019) ISBN-13: 978-1284177312 Available at: www.amazon.com , www.barnesandnoble.com	X	X	
3.	<u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.amazon.com , www.barnesandnoble.com	X	X	X
4.	<u>Step Up and Lead</u> Frank Viscuso; Fire Engineering Books & Videos(March 25, 2013) ISBN-13: 978-1593703080 Available at https://fireengineeringbooks.com/ www.amazon.com	X		X
<p>IMPORTANT:</p> <p>1) When ordering books, be sure to utilize the ISBN number.</p> <p>2) Any of the listed source materials may be referenced by candidates during the preparation period of the Oral Board phase. All other exam phases are closed book. Personal electronic sources will <u>not</u> be permitted for use during exams.</p>				

2021 Fire Battalion Chief Promotional Exam Reading List

Internal Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual	X		X
3.	IAFF Contract Effective 11/01/17 – 10/31/20*	X		X
4.	City of Columbus Central Work Rules	X		X
5.	Disaster Plan 2020	X	X	
*The internal sources have been edited, omitting limited sections. When preparing for the examination only use the version of the sources provided on Target Solutions in the CSC Promotional Examination materials folder.				
External Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	<u>Collapse of Burning Buildings: A Guide To Fireground Safety 2nd Edition</u> Vincent Dunn; PennWell Corporation (2010) ISBN-13: 978-1593702335 Available at: www.amazon.com , www.barnesandnoble.com		X	
2.	<u>Firefighting Operations in High-Rise and Standpipe-Equipped Buildings:</u> David M. McGrail; Fire Engineering (2007) ISBN-13: 978-1593700546 Available at: www.amazon.com , www.barnesandnoble.com		X	
3.	<u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.amazon.com , www.barnesandnoble.com	X	X	X
4.	<u>It's Your Ship: Management Techniques from the Best Damn Ship in the Navy, 10th Anniversary Edition</u> D. Michael Abrashoff; Grand Central Publishing (2012) ISBN-13: 978-1455523023 Available at: www.amazon.com , www.barnesandnoble.com	X		X
5.	<u>Fire Service Ethics</u> H. Scott Walker; Jones & Bartlett Learning ISBN-13: 978-1284171655 Available at: www.amazon.com	X		X
<p>IMPORTANT:</p> <p>1) When ordering books, be sure to utilize the ISBN number.</p> <p>2) Any of the listed source materials may be referenced by candidates during the Written Work Sample or the preparation period of the Oral Board phase. All other exam phases are closed book. Personal electronic sources will <u>not</u> be permitted for use during exams.</p>				

2021 Fire Deputy Chief Promotional Exam Reading List

Internal Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual	X		X
3.	IAFF Contract Effective 11/01/17 – 10/31/20*	X		X
4.	City of Columbus Central Work Rules	X		X
5.	Disaster Plan 2020	X	X	
*The internal sources have been edited, omitting limited sections. When preparing for the examination <u>only</u> use the version of the sources provided on Target Solutions in the CSC Promotional Examination materials folder.				
External Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	<u>Firefighting Operations in High-Rise and Standpipe-Equipped Buildings:</u> David M. McGrail; Fire Engineering (2007) ISBN-13: 978-1593700546 Available at: www.amazon.com , www.barnesandnoble.com		X	
2.	<u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.amazon.com , www.barnesandnoble.com	X	X	X
3.	<u>Leaders Eat Last: Why Some Teams Pull Together and Others Don't</u> Simon Sinek; Portfolio; Reprint, Revised edition (May 23, 2017) ISBN-13: 978-1591848011 Available at: www.amazon.com	X		X
4.	<u>Fire Service Ethics</u> H. Scott Walker; Jones & Bartlett Learning ISBN-13: 978-1284171655 Available at: www.amazon.com	X		X
<u>*Articles*</u>				
5.	<u>Special Report: The After-Action Critique: Training Through Lessons Learned</u> USFA-TR-159 April 2008 Federal Emergency Management Agency (FEMA) U.S. Fire Administration	X	X	X
6.	<u>Developing Effective Standard Operating Procedures for Fire and EMS Departments</u> FA – 197/December 1999 Federal Emergency Management Agency (FEMA)	X		X
IMPORTANT: 1) When ordering books, be sure to utilize the ISBN number. 2) Any of the listed source materials may be referenced by candidates during the Written Work Sample or the preparation period of the Oral Board phase. All other exam phases are closed book. Personal electronic sources will <u>not</u> be permitted for use during exams.				

2021 Fire Battalion Chief & Fire Deputy Chief Exams Important Dates

Events	2020
Reading List Posted	March
Application Filing	August 17 to 28
Information Sessions	Available by Sept. 22
Application Review (date by which proof of degrees must be submitted):	Nov. 2
Test Admission Notices Sent	Nov. 6
Battalion Chief Written Work Sample	Nov. 17
Deputy Chief Written Work Sample	Nov. 18
Tactical and Oral Board	Week of Dec 7
	2021
Tentative Results	Feb. 8
Oral Board Paper Inspection	Feb. 9, 10 and 11
Result Letters	Feb. 19
Lists Established	Feb. 20

NOTES:

The scheduled dates are subject to revision in the event of unforeseen circumstances. Any deviations from this schedule will be documented and applicable notifications, if any, will be made.

2021 Fire Battalion Chief and Fire Deputy Chief Promotional Exams

General Design

- Use external subject matter experts (SMEs) for test development.

Fire Battalion Chief

Phase 1 Written Work Sample	Phase 2 Tactical Exercise	Phase 3 Oral Board	Pass score set @ 1 full standard deviation below the mean	Add seniority points to passing scores, rank, and place on eligible list
25%	50%	25%		
One or more planning problems: sources are permitted along with a non-electronic dictionary Scored by seasoned CSC analysts using modified check-list	Individually administered oral response tactical format Scored by external assessors using check-list	Traditional oral exam process with 2 problems; 60 minute prep Each exercise scored by two panels of three external fire assessors using BARS		

Fire Deputy Chief

Phase 1 Written Work Sample	Phase 2 Tactical Exercise	Phase 3 Oral Board	All candidates completing all three phases will pass the exam	Add seniority points to passing scores, rank, and place on eligible list
25%	50%	25%		
One or more planning problems sources are permitted along with a non-electronic dictionary Scored by seasoned CSC analysts using modified check-list	Individually administered oral response tactical format Scored by external assessors using check-list	Traditional oral exam process with 2 problems; 60 minute prep Each exercise scored by two panels of three external fire assessors using BARS		

2021 Fire Lieutenant and Fire Captain Exams Important Dates

Events	2020
Reading List Posted	March
Application Filing	Sept. 14 to Sept. 25
Information Sessions	Available by Oct. 7
	2021
Test Admission Notices Sent	Jan. 5
Multiple-Choice Exams Fire Lieutenant and Fire Captain	Jan. 26
Fire Lieutenant Tactical Exam	Jan. 26
Multiple-Choice Appeals Fire Lieutenant and Fire Captain	Jan. 27, 28, and 29
Fire Lieutenant Tactical Appeals	Jan. 27, 28, and 29
Multiple-Choice Paper Inspection Fire Lieutenant and Fire Captain	Feb. 17, 18, and 19
Fire Lieutenant Tactical Paper Inspection	Feb. 17, 18, and 19
Fire Captain Multiple-Choice Results and Fire Captain Tactical Admission Notices Sent	Feb. 22
Fire Lieutenant Multiple-Choice and Tactical Results and Fire Lieutenant Oral Board Admission Notices Sent	By March 5
Fire Captain Tactical Exam	March 2
Fire Captain Tactical Appeals	March 3, 4, and 5
Fire Captain Oral Board Admission Notices	March 9
Fire Lieutenant Oral Board	Week of March 15
Fire Captain Oral Board	Week of April 12
Tentative Results Fire Lieutenant and Fire Captain	May 3
Oral Board Paper Inspection Fire Lieutenant and Fire Captain Tactical Paper Inspection Fire Captain	May 5, 6, and 7
Final Result Notices Fire Lieutenant and Fire Captain	May 14
Lists Established Fire Lieutenant and Fire Captain	May 16
Oral Board Video Review Fire Lieutenant and Fire Captain	June 14, 15 and 16

NOTE:

The scheduled dates are subject to revision in the event of unforeseen circumstances. Any deviations from this schedule will be documented and applicable notifications, if any, will be made.

**2021 Fire Lieutenant and Fire Captain Promotional Exams
General Design**

- No Internal CFD development SMEs
- Internal CFD SMEs for post-exam phase activities only (appeals)

Fire Lieutenant				
Phase 1 Multiple-Choice	Phase 2 Tactical Exercise	Hurdle to move to Phase 3: Combined score of phase 1 and phase 2 weighted with a max of 90 candidates or ½ standard deviation below the mean whichever is fewer candidates	Phase 3 Oral Board	Add seniority points to scores of those who completed Phase 3, rank, and place on eligible list
25%	50%		25%	
Traditional closed-book multiple-choice exam; 3-5 alternatives	Forced choice tactical format similar to 2019 exam		Traditional oral exam process: 2 problems; 60 minute prep; video-recorded	
Appeals Paper Inspection	Appeals Paper Inspection		Each exercise scored by 2 panels of 3 assessors using BARS	
			Paper Inspection	
			Video review for feedback from mentor	

Fire Captain				
Phase 1 Multiple-Choice	Hurdle @ ½ standard deviation below the mean to move to Phase 2 (max 40 candidates)	Phase 2 Tactical Exercise	Phase 3 Oral Board	Add seniority points to scores of those who completed Phase 3, rank, and place on eligible list
25%		50%	25%	
Traditional closed-book multiple-choice exam; 3-5 alternatives		Individually administered oral response tactical format similar to 2019 exam	Traditional oral exam process: 2 problems; 60 minute prep; video-recorded	
Appeals Paper Inspection		Appeals	Each exercise scored by 2 panels of 3 assessors using BARS	
		Checklist scoring by 3 assessors	Paper Inspection	
		Paper Inspection	Video review for feedback from mentor	

**Test Results Release Procedure
2021 Fire Battalion Chief and Fire Deputy Chief Exams**

1. On Monday, February 8, 2021 the Civil Service Commission will:
 - issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2021 Fire Battalion Chief and Fire Deputy Chief Examinations.
 - issue to the Union a list of all candidates with seniority points.
 - send to the candidates the tentative results notice indicating their raw scores, raw oral exam scores by dimension, the high, low and mean scores for each phase, and their seniority points.

Based upon the Monday, February 8, 2021 issue date of these results, the 10 day review period will end as of Thursday, February 18, 2021. *Please note Commission offices will be closed for Presidents' Day on Monday, February 15, 2021.

2. On Friday, February 19, 2021 (represents one (1) business day prior to the February 20, 2021 effective date of the list):
 - send a final results notice to candidates indicating their final score and ranking on the subject eligible list.
 - email a copy of the final eligible list to the Department of Public Safety, the Fire Chief, the Division's CIFA representative, and the Union at approximately 11:00 a.m.
3. Should the Union not retain a testing expert for this exam; the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.

**Test Results Release Procedure
2021 Fire Lieutenant and Fire Captain Exams**

1. On Monday, May 3, 2021 the Civil Service Commission will:
 - issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2021 Fire Lieutenant and Fire Captain Examinations.
 - issue to the Union a list of all candidates with seniority points.
 - send to the candidates the tentative results notice indicating their raw scores, raw oral exam scores by dimension, the high, low and mean scores for each phase and their seniority points.

Based upon the May 3, 2021 issue date of these results, the 10 day review period will end as of Thursday, May 13, 2021.

2. On Friday, May 14, 2021 (represents one (1) business day prior to Sunday, May 16, 2021 effective date of the list):
 - a final results notice will be sent to candidates indicating their final score and ranking on the subject eligible list.
 - a copy of the final eligible list will be emailed to the Department of Public Safety, the Fire Chief, the Division's CIFA representative, and the Union at approximately 11:00 a.m.
3. Should the Union not retain a testing expert for this exam; the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.