

MEMORANDUM

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

From: Elizabeth Reed, Assistant Executive Director

Date: February 23, 2024

Subject: C.I.F.A. Meeting Minutes

The following is a summary of the items discussed during the joint C.I.F.A. committee meeting on Friday, February 23, 2024, at 12:30 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 C.I.F.A meeting was set to meet this contractual requirement for the 2025 fire promotional exams to be administered late in 2024 and in 2025. The C.I.F.A meeting was designed to discuss test administration plans, with a goal of identifying and resolving issues regarding these plans. The following individuals were in attendance.

Attendees:

Emily Brown, Personal Analyst II, CSC
Michael Federer, Office Assistant III, CSC
Sheri Goodwin, Personnel Analyst II, CSC
Laura Hausman, Personnel Administrative Manager, CSC
Mark Maddox, I.A.F.F. Representative
Jerrod Mogan, Personal Analyst I, CSC
Elizabeth Reed, Executive Assistant Director, CSC
James Sancin, Fire Deputy Chief, Division of Fire
Steve Stein, I.A.F.F. President

*Note Doug Sarff – representative for the Department of Public Safety sent a message to Elizabeth Reed just before the meeting stating he could not attend and did not have a representative available to attend in his stead.

As referenced in Section 23.4 (A) of the Contract, the CSC will provide written notice of its test administration plans. The written plans are currently scheduled for completion in April of 2024.

Topics of Discussion:

I. Welcome

C.I.F.A. member introductions were made and a brief overview of C.I.F.A. and its purpose was stated. The purpose of this meeting was to discuss preliminary plans for the upcoming fire promotional exams being administered in late 2024 and 2025.

II. Exam Contacts

The verified exam contacts are:

- a. Department contact – Doug Sarff
- b. Division contact – James Sancin
- c. IAFF contact – Steve Stein (overall contact) with Jake Jones (process contact)
- d. Consultant - I.A.F.F. has not officially contracted with The Aldridge Group (TAG) but the intent is that they will be the consultant. I.A.F.F. will confirm at the time they receive an agreement.
- e. CSC contact Laura Hausman 614-645-6893 lahausman@columbus.gov

III. Security Agreements

CSC collected security agreements from all non-CSC staff before the meeting. Per request from the I.A.F.F., CSC will send a security agreement to Jacob Jones. The security agreement is necessary due to the confidential nature of the information discussed during the meeting. Information discussed during this meeting is confidential until the C.I.F.A. meeting minutes are published on the CSC website. Update: CSC sent a security agreement to and received the signed security agreement from I.A.F.F. representative Jacob Jones.

IV. Subject Matter Experts

Subject matter experts (SMEs) remain a vital role in the development of the fire promotional exams. CSC recommends the exam development SMEs be internal to maintain the relevance of the exams to the City of Columbus. It was confirmed that the other C.I.F.A. members in attendance maintain the stance that external SMEs be used during test development. External test development SMEs will be used for all fire promotional exams during this cycle.

CSC will be setting up and participating in job observations so that CSC analysts can gain insight and greater familiarity with the duties performed within each job class.

V. Reading Lists

Once finalized, CSC will post and maintain all reading lists on the rank-specific CSC webpages. Posting the reading lists to the CSC website will allow for greater

consistency, ease of access, and maintenance of these documents. C.I.F.A. participants agreed that there is no need to password protect reading list source documents posted on CSC webpages.

CSC asked whether the new I.A.F.F. contract will be published in time to be included on the reading list for the 2025 promotional exams. I.A.F.F. indicated that they think the contract will be posted by May 1, 2024. If the new contract is posted as planned, or soon thereafter, the CSC will include the *new* contract on the reading lists.

CSC presented other planned changes to the reading lists.

- CSC planned to remove the out of class manual from the Fire Lieutenant, Fire Captain, and Fire Battalion Chief reading lists. The current manual, as written, was not meant to be formally tested. The Division representative stated that an updated version of the out-of-class manual is planned to be released. The CSC will confirm with Division representative(s) the suitability of the new version for the purpose of testing before finalizing the decision to remove this source.
- For the Fire Battalion Chief and Fire Deputy Chief reading lists, the external leadership sources will be replaced with new leadership source(s). The new source(s) will contain leadership principles and have a greater focus on concepts rather than stories.
- For the Fire Deputy Chief exam, the articles will be updated. The new articles will be relevant to the rank and related to test content.
- For all ranks, the media sources (Ted talks/videos/podcasts) will be updated. CSC is currently researching to identify appropriate media sources. CSC will finalize these after meeting with development SMEs so that these sources can be targeted to the test content.
- The I.A.F.F. recommended that the Central Work Rules be added as part of the Reading list for the Multiple-Choice exams. CSC agreed to this addition.

CSC will continue to work with Division representative to assure the most up-to-date internal source materials are provided to CSC to post at reading list materials and for use in testing.

VI. Information to Candidates

CSC will draft for the Division public address system (PA) announcements alerting potential candidates of filing periods and other pertinent exam information. PA announcements will be communicated through the Division contact.

Formerly known as information sessions, information videos will be developed and posted to the CSC website. This format has worked well since candidates can view the

videos at their convenience. The video format also ensures that the same information is provided to all candidates.

CSC will post test guides on CSC webpages for the Fire Lieutenant and Fire Captain exams.

CSC will post 'Questions and Answers' (Q&A) documents on the CSC website. During the testing cycle, CSC receives emails and calls from candidates on a regular basis. When candidates ask questions that are already provided on CSC's website, CSC will answer the question or refer the candidate to the website. When the answer is not available or won't be posted soon, CSC will draft the question and response and post them in the appropriate Q&A document(s). Candidates will be responsible for checking the Q&As frequently for updates.

CSC will post the test plans to the appropriate webpages once they are finalized.

VII. Exam Phases and Weighting

Exam phases and weighting of exams are as follows:

Fire Lieutenant

Phase	Format	Weight
Phase I	Multiple-Choice	25%
Phase II	Tactical Exercise	50%
Phase III	Oral Board Exam	25%

Fire Captain

Phase	Format	Weight
Phase I	Multiple-Choice	25%
Phase II	Tactical Exercise	50%
Phase III	Oral Board Exam	25%

Fire Battalion Chief

Phase	Format	Appeals
Phase I	Written Work Sample	25%
Phase II	Tactical Exercise	50%
Phase III	Oral Board Exam	25%

Fire Deputy Chief

Phase	Format	Appeals
Phase I	Written Work Sample	25%
Phase II	Tactical Exercise	50%
Phase III	Oral Board Exam	25%

VIII. Test Dates

The CSC shared an overview of the planned test dates. The dates are similar to past exam dates, however, there may be some variation due to availability of an outside venue for testing and adjustments due to additional time needed to finalize scores for the Fire Lieutenant Multiple-Choice before processing the Lieutenant Tactical appeals. Below is a summary of the planned months for various activities for the 2025 fire promotional testing.

- Activity – Month/Year
 - Applications – September 2024
 - BC/DC WWS – November 2024
 - BC/DC Tactical & OB – December 2024
 - BC/DC Eligible List – February 2025
 - Lt./Capt. MC & Lt. Tactical – January 2025 (same day)
 - Captain Tactical – March 2025
 - Lt. OB – March 2025
 - Captain OB – April 2025
 - Lt. Capt. Eligible List – May 2025

IX. Exam Details

Appeals

For the Fire Lieutenant exam, the Multiple-Choice and Tactical exams will be administered on the same day and the appeals administered on the days following the exams. CSC will accept appeals from all candidates, however, only consider Fire Lieutenant tactical appeals from candidates who pass the multiple-choice hurdle.

During appeals, Fire Lieutenant Exam candidates will be assigned an identifier to record on their appeal forms. This will allow CSC to identify appeals from candidates who failed the Fire Lieutenant Multiple-Choice Exam and remove their tactical appeals before they are considered. Identifiers will remain confidential to CSC staff. SMEs will not have access to the identifier system.

If a Fire Lieutenant tactical appeal does not contain the identifier or an appeal includes marks that could identify an individual, it will be dismissed.

For the Fire Lieutenant and Fire Captain appeals review, SMEs will be recommended by the Division of Fire to ensure the majority of SMEs are on company. The I.A.F.F. recommended that CSC consider using current Fire Lieutenants and Fire Captains to review appeals for the Fire Lieutenant and Fire Captain Multiple-Choice Exams (SMEs must be of at least the tested rank). CSC will further consider the rank of SMEs used for the multiple-choice appeals review before the next C.I.F.A. meeting.

Fire Captain Tactical

The Fire Captain Tactical will be scored with audio and video of each candidate (video added). This will help assessors in grading the command demeanor section of the exam.

Fire Lieutenant and Fire Captain Oral Board

Printed transcripts of the reading list videos will not be provided.

Fire Battalion Chief and Fire Deputy Chief Written Work Sample

A Division specific staffing manual was not made available to CSC. The written work sample exam for Fire Battalion Chief and Fire Deputy Chief will include a portion related to staffing. However, since there is no internal source, CSC will determine the type of problem(s) and questions to use that focuses on staffing-related knowledge, skills, and abilities (KSAs).

Fire Deputy Chief Overall Exam

If the Deputy Chief job class becomes noncompetitive before September 30, 2024 the CSC will not test for this rank.

X. Test Result Procedures

At the time of the tentative results, the union will be provided with candidate seniority points for verification. To avoid possible issues with seniority points, the CSC asks the I.A.F.F. to encourage their membership to check their seniority dates in the seniority roster when the roster comes out in spring rather than waiting until the tentative results come out.

At the time of the tentative results, all scores will be sent to the I.A.F.F. testing consultant.

At the time of the final results, the eligible list will be sent to Public Safety, the Fire Chief, the Division C.I.F.A. representative, and the IAFF. The IAFF asks that final results be sent to Steve Stein, whereas Jake Jones will handle all C.I.F.A. process concerns after this meeting.

XI. Concerns/Follow-up Items

- The IAFF expresses concerns over receiving the test plans in a timely manner. CSC plans to have the draft test plans available in April of 2024.
- The IAFF recommended that the Central Work Rules to be added to Reading List. The CSC agreed to add this item to the Reading list.
- The IAFF recommended that Lieutenants and Captains be utilized as SMEs for the appeals review of the Multiple-Choice exams as appropriate per rank. CSC will further consider the rank of SMEs used for the multiple-choice appeals review prior to the next C.I.F.A. meeting.

- The IAFF request that a security agreement be sent to Jake Jones. Update: Following this CIFA meeting the CSC sent a security agreement to and received the signed security agreement from I.A.F.F. representative Jacob Jones.
- The Division recommended verifying if the revised copy of the out of class manual may be suitable for testing.

Attachments:
Meeting Agenda

2025 Fire Promotional Exams C.I.F.A. Meeting Agenda
Friday, February 23, 2024

C.I.F.A. Agenda

- XII. Welcome and Introductions
 - a. Purpose of meeting and new format
 - b. February meeting, follow-up March
 - c. Recording to ensure minutes are complete

- XIII. Security Agreements
 - a. Discuss nature of confidential information to be discussed
 - b. Discuss when information may be public/when it can be discussed

- XIV. Confirm I.A.F.F. consultant

- XV. Subject Matter Experts
 - a. Internal or External SMEs
 - b. Job Observations

- XVI. Reading Lists
 - a. Posted on CSC Website only (with password protection?)
 - b. Anticipated date for new contract
 - c. Will work with Fire to ensure most up-to-date sources
 - d. April scheduled CSC website update

 - Reading List changes
 - Lieutenant & Captain
 - Remove of Out of Class Manual
 - Battalion Chief
 - Remove of Out of Class Manual
 - Update in outside leadership reading source (It's your Ship)
 - Deputy Chief
 - Update in outside leadership reading source (Leaders Eat Last)
 - Updated articles (FEMA After-Action Critique and Developing effective SOPs for Fire & EMS)
 - All ranks
 - Update media sources (Ted Talks/videos/podcasts)

- XVII. Information to Candidates
 - a. P.A. Announcements (through Fire)
 - b. Information Videos – online only

- c. Test Guides Lieutenant and Captain Exams
- d. Test Plan
- e. Contact Us (policefiretesting@columbus.gov) – Questions and Answers posted on Website

XVIII. Fire Lieutenant and Captain Exams

- a. Important Dates
- b. Exam Phases; Weighting 25/50/25
- c. Appeals and Paper Inspections
- d. Identification known to CSC only, not SMEs
- e. If appeal not complete or has identifying marks, will be dismissed
- f. SMEs will be recommended by Fire to ensure majority On Company

XIX. Fire Battalion Chief and Fire Deputy Chief

- a. Important Dates
- b. Exam Phases; Weighting 25/50/25
- c. If Deputy Chief becomes non-competitive, notice September 30

- Test Dates (no change)
 - Applications – September 2024
 - BC/DC WWS – November 2024
 - BC/DC Tactical & OB – December 2024
 - BC/DC Eligible List – February 2025
 - Lt./Capt. MC & Lt. Tactical – January 2025 (same day)
 - Captain Tactical – March 2025
 - Lt. OB – March 2025
 - Captain OB – April 2025
 - Lt. Capt. Eligible List – May 2025
- Multiple-Choice (Lieutenant and Captain)
 - Appeals will only be considered for candidates remaining in the process for Tactical (will require identification on appeals, however SMEs will NOT be provided any candidate information)
- WWS (Battalion Chief and Deputy Chief)
 - Addition of staffing
 - No manual provided by Fire
 - Staffing prompt will focus on the KSAs
- Tactical
 - Captain scored with audio and video of the candidate (video added)
- Oral Board
 - Video transcripts will not be provided in the Prep Room for Lieutenant and Captain

XX. Test Results Procedures

- Eligible List Notification

- Tentative Results
 - Candidate – tentative results including seniority points
 - Consultant – scoring information
 - Local 67 – seniority points (please encourage members to check dates in the Spring when the Seniority Roster becomes available)
- Final Results
 - Candidate – candidate’s final results and rank
 - Eligible List – Public Safety, Fire Chief, C.I.F.A. representative, and Local 67

XXI. Any Concerns from I.A.F.F./Department/Division