

2025 Fire Battalion Chief and Fire Deputy Chief

Test Plan

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2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis Report

Section 1: Introduction

Introduction

The purpose of this report is to describe the plan for the development and administration of promotional examinations for the competitive classifications of Fire Battalion Chief and Fire Deputy Chief. The Charter of the City of Columbus, Ohio assigns the Columbus Civil Service Commission (CSC) the responsibility to administer examinations for the purpose of creating Eligible Lists from which vacant positions in the classified, competitive job classes are filled. Consistent with CSC Rules and the collective bargaining agreement (the Contract) between the City of Columbus and the Columbus Fire Fighters Union Local # 67 I.A.F.F. (IAFF), two such examinations are planned that will result in the creation of Eligible Lists that will be used to fill Fire Battalion Chief and Fire Deputy Chief position vacancies. Said promotional lists will become effective February 20, 2025, when the current Eligible Lists expire, and will continue to be effective for two years, until midnight on the last day of the two-year period. These promotional exams are named as “2025” based upon the date the eligible lists will be created. A content validation strategy will be used in the validation of these exams. This report, along with the job analysis, will serve as initial steps in providing evidence of validity for the two exams.

The rank structure, in the Columbus Division of Fire (CFD), from lowest to highest is as follows: Firefighter, Fire Lieutenant, Fire Captain, Fire Battalion Chief, Fire Deputy Chief, Fire Assistant Chief and Fire Chief.

Section 2: Preliminary Steps to Examination

Job Analysis

Consistent with the *Uniform Guidelines on Employee Selection Procedures (The Guidelines)*, a job analysis was conducted in 2020. The job analysis utilized subject matter experts (SMEs) throughout, identified critical, observable work behaviors and associated tasks, work products, and knowledge, skills, and abilities (KSAs) necessary for successful job performance. A summary of the important aspects of the jobs of Fire Battalion Chief and Fire Deputy Chief will be provided herein.

The jobs of Fire Battalion Chief and Fire Deputy Chief within the City of Columbus are supervisory positions within the Division of Fire (CFD), which is a division within the Department of Public Safety. The Director of Public Safety, who is appointed by the Mayor, has the sole authority of making appointments (hires and promotions) to positions within the CFD. For all competitive positions, including Fire Battalion Chief and Fire Deputy Chief positions, those appointments must be selected from Eligible Lists created by the CSC.

The job of Fire Battalion Chief is responsible for assisting in directing the City's emergency response system by assuming command of all stations in a battalion on an assigned unit day or is responsible for assigned Bureau activities. The five Columbus Fire Bureaus are Administration, Support Services, Fire Prevention, Training and Emergency Services. The job specification, showing minimum qualifications and descriptions of typical duties, appears in **Appendix A**.

The job of Fire Deputy Chief is responsible for directing the City's emergency response system on an assigned Unit Day or is responsible for assigned Bureau activities. The job specification, showing minimum qualifications and descriptions of typical duties, appears in **Appendix A**.

The job analysis conducted in 2020 utilized a Job Analysis Survey that asked incumbents to provide importance ratings for individual task statements, knowledge statements and ability statements. See the *2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis Report* for a full listing of these ratings. From these ratings, the individual task statements were then placed into task categories. During the job analyses process, SMEs from the Division of Fire were also asked to distribute 100 points across the seven task categories. **Tables 1 & 2** below show the task category relative importance data for each rank. Note that Fire Battalion Chief includes the task category of Emergency Victim Care, while Fire Deputy Chief includes the task category of Equipment and Facilities Maintenance.

Table 1: Average Importance by Task Category for Fire Battalion Chief

Task Category	Importance Avg for the rank of Battalion Chief
Emergency Scene Activities —Involves non-medical service activities from the receipt of an alarm to marking back in service after the completion of the emergency response.	27
Supervision —Involves activities to monitor performance of subordinates and ensure Fire Division policies, house policies and contractual obligations within labor agreements are carried out.	24
Administrative & Paperwork Functions —Involves tasks to gather, record and maintain information; write reports and correspondence; and plan the allocation of resources and personnel.	14
Training —Involves tasks to ensure personnel are properly trained to carry out their assigned duties.	14
Emergency Victim Care —Involves medical service activities from the receipt of an alarm to marking back in service after the completion of the emergency response.	11
Public and Community Relations —Involves tasks to represent the Division and/or provide education to the community, outside organizations, other jurisdictions and other City Divisions.	5
Inspections —Involves tasks to ensure inspections of public buildings and structures, public assemblages and targeted hazards to identify violations, evaluate fire hazards and preplan for potential emergencies.	5

Table 2: Average Importance by Task Category for Fire Deputy Chief

Task Category	Importance Avg for the rank of Fire Deputy Chief
Emergency Scene Activities —Involves non-medical service activities from the receipt of an alarm to marking back in service after the completion of the emergency response.	28
Supervision —Involves activities to monitor performance of subordinates and ensure Fire Division policies, house policies and contractual obligations within labor agreements are carried out.	22
Administrative & Paperwork Functions —Involves tasks to gather, record and maintain information; write reports and correspondence; and plan the allocation of resources and personnel.	17
Inspections —Involves tasks to ensure inspections of public buildings and structures, public assemblages and targeted hazards to identify violations, evaluate fire hazards and preplan for potential emergencies.	11
Training —Involves tasks to ensure personnel are properly trained to carry out their assigned duties.	9
Public and Community Relations —Involves tasks to represent the Division and/or provide education to the community, outside organizations, other jurisdictions and other City Divisions.	7
Equipment and Facilities Maintenance —Involves tasks that ensure equipment allocated to personnel; fire equipment; medical equipment and supplies; apparatus; and Division buildings are available and properly maintained.	6

For the rank of Fire Battalion Chief, Emergency Scene Activities ranked highest, with Supervision as a close second. Administrative and Paperwork Functions and Training tied for the third most important. The remaining task categories also provided rankings that should be considered appropriate areas for testing. For the rank of Fire Deputy Chief, Emergency Scene Activities also ranked highest, with Supervision second. Administrative and Paperwork Functions ranked third, followed by Inspections. The remaining task categories also provided rankings that should be considered appropriate areas for testing. See the *2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis Report* for additional information regarding the Job Analysis.

CSC analysts linked the top, most relevant, knowledge and ability statements from the 2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis to each phase of testing. For a full listing of the importance ratings for KSAs, refer to the *2020 Fire Battalion Chief and Deputy Chief Job Analysis Report*. These Knowledge and Ability statements were selected based on importance ratings collected from the Job Analysis surveys. The statements are presented in the tables in order of importance. **Tables 3** and **4** depict the linkages for the top ability statements for each rank, and **Tables 5** and **6** depict the knowledge linkages for each rank. These tables will be shared with exam developers to support the goal of administering a content-valid assessment that will be used for the measurement of knowledge and ability statements related to the job of a Fire Battalion Chief and Fire Deputy Chief. Linkages were made by CSC analysts, the

analysts linked ability statements to test phases due to the ability needed of the candidate to perform well on that phase of the exam.

All knowledge and ability statements included in the 2020 Job Analysis survey were rated based upon importance on a scale ranging from one to five.

The importance scale used for the 2020 Job Analysis was as follows:

- 1 = Not Important
- 2 = Of Some Importance
- 3 = Important
- 4 = Critical/Necessary
- 5 = Extremely Critical

Table 3: Fire Battalion Chief Job Analysis Ability Statement Results

Fire Battalion Chief Ability Statements	Importance Average	WWS	TE	OB
Ability to analyze emergency scene conditions.	4.40		X	
Ability to identify a problem and/or sense when something is wrong or likely to go wrong.	4.33	X	X	X
Ability to operate a vehicle safely while responding to emergencies while listening and responding on the radio.	4.20			
Ability to complete work under pressure or stress.	4.20	X	X	X
Ability to use communication and radio systems.	4.17		X	
Ability to make timely decisions.	4.10	*	X	X
Ability to make appropriate decisions.	4.10	X	X	X
Ability to set priorities.	4.10	X	X	X
Ability to use logic/reason.	4.10	X	X	X
Ability to think critically.	4.07	X	X	X
Ability to solve problems.	4.07	X	X	X

X=planned linkages by phase; *=may be assessed by phase, ** = may be linked to performance but not intended to be directly assessed by phase

Table 4: Fire Deputy Chief Job Analysis Ability Statement Results

Fire Deputy Chief Ability Statements	Importance Average	WWS	TE	OB
Ability to make appropriate decisions.	5.00	X	X	X
Ability to listen and comprehend information presented through spoken words.	4.67	*	X	X
Ability to analyze emergency scene conditions.	4.67		X	
Ability to use a computer.	4.67	**		
Ability to speak in a calm or commanding voice based upon the situation	4.67		X	X
Ability to take decisive action when needed.	4.67	X	X	X
Ability to lead by example.	4.67	*	X	X
Ability to set expectations.	4.67	*	X	X
Ability to use Telestaff software/system.	4.67			
Ability to read and understand information presented in writing.	4.33	X	X	X
Ability to communicate information through spoken words.	4.33		X	X
Ability to solve problems.	4.33	X	X	X
Ability to use Microsoft Office Outlook (email).	4.33			

X=planned linkages by phase; *=may be assessed by phase, ** = may be linked to performance but not intended to be directly assessed by phase

Table 5: Fire Battalion Chief Job Analysis Knowledge Statement Results

Fire Battalion Chief Knowledge Statements	Importance Average	WWS	TE	OB
Knowledge of the behavior, spread and other characteristics of smoke, heat and fire.	4.47		X	
Knowledge of the incident command system.	4.40	*	X	X
Knowledge of personnel accountability system.	4.37		X	
Knowledge of staffing requirements.	4.28	X	X	*
***Knowledge of Telestaff software.	4.20	***		
Knowledge of building construction.	4.20		X	
Knowledge of the elements of a size-up.	4.17		X	
Knowledge of CFD policies and procedures.	3.97	X	X	X
Knowledge of the CFD communication systems and procedures.	3.93	X	X	X
Knowledge of leadership principles, practices and procedures.	3.93	X	X	X
Knowledge of battalion chief vehicle and equipment.	3.93			

X=planned linkages by phase; *=may be assessed by phase, ** = may be linked to performance but not intended to be directly assessed by phase, *** = Although Telestaff software will not be directly assessed knowledge related to staffing will be assessed

Table 6: Fire Deputy Chief Job Analysis Knowledge Statement Results

Fire Deputy Chief Knowledge Statements	Importance Average	WWS	TE	OB
Knowledge of the behavior, spread and other characteristics of smoke, heat and fire.	5.00		X	
Knowledge of the incident command system.	4.67	*	X	X
Knowledge of occupational hazards.	4.67	X	X	X
Knowledge of staffing requirements.	4.67	X	X	*
Knowledge of CFD policies and procedures.	4.50	X	X	X
Knowledge of the elements of a size-up.	4.33		X	
***Knowledge of Telestaff software	4.33	***		
Knowledge of the CFD communication systems and procedures.	4.00	X	X	X
Knowledge of supervisory principles, practices and procedures.	4.00	X	X	X
Knowledge of the causes of stress in emergency personnel.	4.00	*	X	X
Knowledge of adverse effects of stress on the performance of emergency services personnel	4.00	X	X	X

X=planned linkages by phase; *=may be assessed by phase, ** = may be linked to performance but not intended to be directly assessed by phase, *** = Although Telestaff software will not be directly assessed knowledge related to staffing will be assessed

The linkages of the knowledge and ability statements provide a more comprehensive representation of how each exam format will assess the attributes needed to be successful as a Fire Battalion Chief and Fire Deputy Chief.

CIFA Meeting

Consistent with section 23.2 of the Contract, a joint committee (CIFA) comprised of representatives of the Columbus Civil Service Commission, the IAFF local 67, Columbus Division of Fire and the Department of Public Safety (Administration), met to discuss test administration policies and procedures on February 23, 2024 and April 3, 2024. Discussion during these meetings included confirmation of the IAFF’s use of a test consultant, the important examination dates, examination phases and weighting, examination content security, proposed reading lists, use of SMEs, items from previous grievances, and test results release procedures. The CIFA meeting minutes can be found in **Appendix B**.

Section 3: Candidate Information

Application Filing

Applications are planned to be accepted September 23 through October 4, 2024. All applications for the exams will be submitted online. CSC will partner with the CFD to create and disseminate notifications regarding the online filing process. Such information will be sent as a mass e-mail and through PA announcements to all fire users. CSC staff will be available during CSC working hours to assist those candidates who need assistance with the process. CSC has procedures in place to review the qualifications of applicants to verify they meet the minimum qualifications for each respective job class.

Questions from Candidates

The CSC endeavors to provide information to candidates in an effort to give candidates equal opportunities to demonstrate their knowledge and ability through the promotional test. Candidate questions regarding the examinations will be handled through a Questions and Answers (Q&A) document that will be uploaded to the CSC website for each rank. The Q&A document for each rank will be updated periodically throughout the examination process. Each time a candidate poses a question to the CSC, the candidate will be told to check the Q&A document in approximately one week for an answer. If a question has been answered previously or appears in materials already available to candidates, CSC will provide the candidate with an answer. However, due to the nature of certain questions, the CSC reserves the right to answer candidate questions as necessary.

Information Video

For this administration, an information video will be recorded and posted to the CSC website. Video recorded information will ensure that candidates are provided with the same information. Candidates will have unlimited access to the video during the duration of the examination period. Questions regarding the information presented in the information video will be handled through the Q&A document located on the CSC website.

The information video is planned to include an overview of the job analysis, the three examination phases and dates, and the scoring procedures. Possible topics to be included in the information sessions:

- The benefits of testing and why we test
- Why we test the phases that we do
- Explain weighting, hurdles, and test results release
- The role of the IAFF's testing expert

Reading Lists

Civil Service performed an extensive review and verification of internal job knowledge sources for the Fire Battalion Chief and Fire Deputy Chief exams in conjunction with the 2020 Job Analysis. CSC lead analysts decided that sources would be reviewed and verified with CFD SMEs in the ranks of Fire Deputy Chief and Fire Assistant Chief in 2020. **Table 7 & Table 8** show the average importance results for the internal sources from the 2020 Fire Promotional Job Analysis for the ranks of Fire Battalion Chief and Fire Deputy Chief. The scale utilized during the analysis for the importance average was 1 to 5, with a 1 being not important and a 5 being extremely critical. For additional information see the *2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis*. Although the Disaster Plan received high ratings at the time of the job analysis, CSC has received more recent feedback from Division leadership that the Division of Fire no longer uses the Disaster Plan in practice. Therefore, it will not be included with the 2025 Reading List.

The Job Analysis also provides ratings for external sources. External sources regarding Fire Service principles, leadership, or other soft skills are reconsidered for relevancy for each administration. For this administration, sources via video will be utilized again for this administration for the oral board phase only. The video sources will be targeted toward the oral board exam content. The video source selection will be reviewed by external SMEs.

Table 7: Fire Battalion Chief Job Analysis Internal Knowledge Sources

Fire Battalion Chief Internal Knowledge Source	Importance Average
Knowledge of the CFD standard operating procedures (SOPs)	4.50
Knowledge of the CFD Systems Manual	4.10
Knowledge of the CFD Bulletins	3.93
Knowledge of the IAFF Contract	3.77
Knowledge of the CFD Disaster Plan	3.70
Knowledge of Central Work Rules	3.83

n=30

Table 8: Fire Deputy Chief Job Analysis Internal Knowledge Sources

Fire Deputy Chief Internal Knowledge Source	Importance Average
Knowledge of the CFD standard operating procedures (SOPs)	4.67
Knowledge of the IAFF Contract	4.33
Knowledge of the CFD Bulletins	4.33
Knowledge of the CFD Systems Manual	4.00
Knowledge of the CFD Disaster Plan	3.67
Knowledge of the Central Work Rules	4.00

n=3

To research external sources, meetings were conducted late 2023, with Battalion Chiefs, a Deputy Chief and Assistant Chiefs. All participants were required to

sign security agreements, stating that they would not reveal anything discussed during these meetings. In order to ensure adequate representation from across the division all three Unit days were represented during these meetings. In addition, some of the battalion chiefs had recently been promoted. This allowed the analysts to gain the perspective of individuals who recently went through the examination process and were familiar with reading list materials. During these meetings, analysts presented and asked detailed questions about the internal sources and if any exclusions should be made, past external sources and external sources that had not appeared on past exams.

Finally, all agreed that the Division of Fire Disaster Plan, an internal source that was eliminated from the 2023 Reading List for Battalion Chief and Deputy Chief, could also be excluded from the 2025 Reading Lists. The Chiefs agreed that the Disaster Plan was outdated and would likely confuse candidates if asked to use it in a meaningful way. The Disaster Plan had been previously removed from the ranks of Fire Lieutenant and Fire Captain for the 2021 promotional testing exams.

In 2022, CSC staff sent a survey to various Battalion Chiefs, Deputy Chiefs and Assistant Chiefs with the Columbus Division of Fire to rate the importance of the new internal sources for the ranks of Lieutenant, Captain, Battalion Chief and Deputy Chief. The scale utilized for this survey for the importance average was 1 to 5, with a 1 being not important and a 5 being extremely critical. **Table 9 and Table 10** show the average importance results for the new internal sources from the survey for the ranks of Fire Battalion Chief and Fire Deputy Chief.

Table 9: 2022 Fire Battalion Chief Internal Knowledge Sources Results

Internal Knowledge Source	Importance Avg
Knowledge of the Engine Company Operations: A Manual for the CFD Firefighter	2.55
Knowledge of the Truck Company Operations: A Manual for the CFD Firefighter	2.64
Knowledge of the High-Rise Company Operations: A Manual for the CFD Firefighter	3.36
Knowledge of the Saving Our Own: A Manual for the CFD Firefighter	3.09
Knowledge of The Out of Class Manual	1.64

Table 10: 2022 Fire Deputy Chief Internal Knowledge Sources

Internal Knowledge Source	Importance Avg
Knowledge of the Engine Company Operations: A Manual for the CFD Firefighter	1.82
Knowledge of the Truck Company Operations: A Manual for the CFD Firefighter	1.91
Knowledge of the High-Rise Company Operations: A Manual for the CFD Firefighter	2.82
Knowledge of the Saving Our Own: A Manual for the CFD Firefighter	2.18
Knowledge of The Out of Class Manual	1.18

For the Battalion Chief exam, during the source review meetings, it was determined to include all of the sources listed in **Table 9** with the exception of the Out of Class Manual. Not only did this receive lower ratings, this manual was created to be utilized informally and not as tested material.

For the Deputy Chief exam, during the source review meetings for the 2025 exams, it was determined that none of the sources listed in **Table 10** would be included on the reading list. Additionally, when the source importance surveys were administered, all except for one of these sources received an average rating in the important range. This supported the decision of not including these sources on the reading list for the Deputy Chief exam.

The sources selected for each Reading List relate to the task categories and examination components. The Standard Operating Procedures and Training Manuals are emergency response related, the Systems Manual covers day to day general administration the IAFF contract and Central Work Rules involve personnel decisions and other information needed in an administrative function. The external sources cover emergency services, leadership, ethics and supervision. Careful consideration was put into the selection of the sources so that those included related to the jobs of Fire Battalion Chief and Fire Deputy Chief and were of the appropriate responsibility level. Focus was spent on ensuring that not only emergency scene activities, but all of the task categories were covered in the selection of the sources for the Reading List.

Once the draft of the finalized reading lists was completed, they were presented to the testing team manager for feedback. After incorporating feedback from the testing team manager, the lead analysts presenting them at the CIFA meeting.

The finalized reading lists were presented during the April 3, 2024, CIFA meeting. During the CIFA meeting, the various parties were given the opportunity to review the reading lists, ask questions, and bring forward concerns. No objections were given and the Reading Lists were finalized. Once finalized, the Reading Lists and the internal reading list materials were posted to the CSC website for candidates to access on May 1, 2024. The Reading Lists, including listings of the internal and external sources, can be found in **Appendix C**.

Each reading list illustrates which sources may be tested and on which phase of the exam. Based on previous experience, there may be times when there are conflicts between an external knowledge source and an internal CFD knowledge source. When such conflicts become apparent, the CFD internal knowledge source will take precedence. Exam developers will apply this concept to all phases of exam development.

Section 4: Examinations

General Examination Schedule

The Important Dates document is found in **Appendix D**. Specific test dates for each of the three phases, as well as related activities appear in the Important Dates document. It should be recognized that unplanned or unanticipated events beyond the control of the CSC may influence the test schedule. The examination is scheduled to begin in November and conclude in December.

Test Accommodations

Requests for test accommodations will be handled per CSC policy. Any applicant seeking a test accommodation must submit proper completed forms and documentation to the CSC as promptly as feasible to be considered. Test accommodations are handled on a case-by-case basis. Due to the highly competitive nature of Fire promotional exams and the consistent concerns raised by the IAFF regarding the perception of cheating, make-up exams will not be given for any reason on a day other than the day designated for other candidates. If candidates cannot be tested on the same test day as all other candidates taking the same examination, they will not be eligible to move forward in the testing process.

The CSC only gives proctored exams on the same test date as other candidates for all fire promotional exams. No accommodations are given to candidates who are ill or injured. For military test accommodations, the CSC makes great efforts to accommodate these requests, however, the accommodation must be proctored by a suitable proctor and administered at a suitable location. Additionally, the exam must take place on the same test date and time as the other candidates. These requests are considered on a case-by-case basis to ensure they meet these criteria, that proper documentation has been submitted, and for feasibility. The timeliness of the request is also a factor. Once an exam is given, the exam content is exposed and cheating can occur.

Examination Format and Weighting

Each exam will consist of three phases, weighted as shown in **Table 11**. This breakdown of exam weighting has been in place for the last several administrations. The reasoning for the higher weighting on the Tactical Exercise, compared to the other phases, is due to the Division of Fire's emphasis on the

importance of this portion of the two positions. The job analysis information supports the weighting as well.

Table 11: Exam Phase Weighting for Fire Battalion Chief and Fire Deputy Chief

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

The Written Work Sample phase will be designed to simulate important parts of the job and will require an open-narrative response. Some aspects of this phase may include a non-narrative response; however, all responses will be required to be in writing. As the title of this phase suggests, this phase is intended to be a sample of written work. In addition, a portion of this phase will test KSAs necessary for staffing. The Tactical Exercise will simulate emergency scene responses and will require an open-verbal response to video and audio prompts. These Tactical Exercises will be interactive. As candidates respond to the exercises, they will receive prompts regarding changing, or developing aspects of the exercises. The Tactical Exercise will be designed to assess a candidate's ability to manage an emergency scene as the incident commander, or in a unified command. The Tactical Exercise simulates complex job functions required while responding to emergency scenes. The criticality of responding appropriately in such situations could mean the difference of saving lives and/or needlessly exposing personnel or civilians to life threatening situations.

The Oral Board Exam will be designed to assess various important KSAs that involve non-emergency verbal responses, and communicating with others in a positive and meaningful manner. The three phases of these exams go beyond assessing a candidate's basic knowledge to assessing the candidate's ability to appropriately apply knowledge in the performance of important simulated tasks. The task categories targeted for each phase of each examination can be found in **Table 12** and **Table 13** on the next page. The task categories were placed in the most appropriate and feasible phase(s). The task categories of Supervision and Training may be assessed in more than one phase. The goal is to assess as many of the task categories as possible over the three phases. This will ensure the test is as representative of the job as possible. The determination of which task categories would be assessed by which phase was completed by CSC analysts familiar with not only the testing process, but also each phase. Each phase is designed to assess important aspects of the job of Fire Battalion Chief and Fire Deputy Chief. Since the task categories also capture various portions of the job, appropriate linkages can be made.

Table 12: Fire Battalion Chief Targeted Task Category for each Exam Phase

Task Categories↓	Exam Phases→	Written Work Sample	Tactical Exercise	Oral Board
Emergency Scene Activities			X	
Supervision		X	X	X
Administrative & Paperwork Functions		X		
Training		X		X
Emergency Victim Care			X	
Public and Community Relations				X
Inspections		X		

Table 13: Fire Deputy Chief Targeted Task Category for each Exam Phase

Task Categories↓	Exam Phases→	Written Work Sample	Tactical Exercise	Oral Board
Emergency Scene Activities			X	
Supervision		X	X	X
Administrative & Paperwork Functions		X		
Inspections		X		
Training		X		X
Public and Community Relations				X
Equipment and Facilities Maintenance		X		X

The job analysis results show Emergency Scene Activities is the most important task category. Through discussion with SMEs, discussion during previous CIFA meetings, and as supported by the job analysis, the Tactical Exercise will be weighted as 50% of the exam score for candidates. The Written Work Sample and the Oral Exam phases will be equally weighted, at 25% each. Detailed plans for each phase of the exam and discussion of the scoring procedures and pass point are provided later in this report. The phases to be used during this examination and their respective weightings are within professionally accepted testing practices. There are no pre-set formulas or specified standards by which test developers must follow to determine the test phases or test weightings of an employment exam. Factors that may impact the decision may include, job analysis results, criticality of the job, competitiveness of the candidate pool, anticipated adverse impact, and resources available for administration and scoring. After reviewing the job analysis and previous test results, Commission staff will use the 25/50/25 three-phase test model for the 2025 test administration for these ranks.

The study of the positions of Fire Battalion Chief and Fire Deputy Chief begin with a thorough job analysis. The job analysis provides a comprehensive list of tasks, which are then assembled into task categories. The task categories are assigned exam component(s). From this information, sources are selected to provide candidates with an understanding of the foundation of the two positions. Successful candidates will be able to apply the information from the sources appropriately for each phase of the examination. By assessing this information in the testing environment, CSC can reasonably predict success on the job. For more information on the knowledge, skills, abilities, and tasks that make up each

task category, please see the *2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis Report*.

Use of Subject Matter Experts

Consistent with *The Guidelines* and professional testing standards, SMEs will be utilized throughout exam development, administration, and scoring. In general, SMEs are defined as fire service professionals of at least the rank being tested and who have a reasonable amount of experience at the rank for which their expertise is needed. For the Fire Battalion Chief and Fire Deputy Chief Exams, preference will be for SMEs of the rank of Fire Deputy Chief or above for exam development activities. However, SMEs of the rank of Fire Battalion Chief may be utilized should it be difficult to obtain SMEs of a higher rank. The IAFF and the Department of Public Safety continually express test security as a top priority. CSC recognizes these concerns and will support efforts to increase test security. Per the continued concerns of test security expressed during CIFA by the IAFF, the Division of Fire, and the Department of Public Safety representatives, external SMEs will be utilized for the development of all phases unless circumstances arise that would prevent their use. The use of external SMEs during test development is a significant effort toward the goal of increased test security. All external SMEs will be required to sign an exam security agreement.

To obtain external SMEs, the CSC's initial plan is to make contact with individuals who have served in an exemplary manner as tactical experts or assessors for past exams; recently retired individuals may be utilized. Should recruitment of known SMEs prove unfruitful, a general solicitation will be made as is done when recruiting oral or tactical exercise experts or assessors.

Phase I Written Work Sample

Administrative & Paperwork Functions is the third highest rated task category for Fire Deputy Chief and for Fire Battalion Chief. Written Work Samples can be designed to simulate these functions of the job. The Written Work Sample Phase of these exams will be designed to assess the candidate's ability to handle the administrative, managerial, and leadership aspects of the job. The design will also simulate some tasks relating to the task categories of Administration and Paperwork, Supervision and Training, and potentially Inspections. For Fire Deputy Chief this phase may also include Equipment and Facilities Maintenance. Depending on the input from SMEs, this exam may be a planning problem, a series of exercises, or other prompt that will require a narrative response. While a narrative response will be required, one or more of the prompts may require short answers, form completion, or other non-narrative written response format. In addition, the phase will test the knowledge, skills and abilities necessary for staffing. SMEs will play a vital role in the development and structure of this exam. When working with SMEs, CSC analysts will guide the development to create exercises that focus on assessing, directly or indirectly, many of the knowledge and abilities rated as important during the job analysis.

To indirectly assess the abilities related to using a computer and using Microsoft Office, these exams will require candidates to draft responses using computers. CSC will use a location equipped with computers. Candidates will not be permitted to access the internet during the exam. The test booklet containing the test prompts will be printed on paper. The response booklet, where candidates will respond, will be located on the computer. Candidates will also be provided scrap paper for use during the exam.

During development of this exam, SMEs will develop key points which candidates will be expected to address to properly handle the assigned tasks. The key points will make up the items on the scoring key. CSC plans to use a modified checklist for scoring. A traditional checklist consists of keyed items with fixed credit for each item the candidate addresses. The candidate either receives full credit or no credit. The modified checklist to be used for this phase of the exam consists of keyed items that may have different point values available, based on how well the candidate addresses an item on the scoring key. SMEs will help determine the criteria to be used to differentiate point values. As an example, adherence to basic rules of grammar may be an item to be evaluated. In this example, if a candidate's response contains minimal grammatical errors that do not distract from the overall response, the candidate would receive a "highly effective" rating worth 2 points. If a candidate's response contains several grammatical errors that caused some distraction in conveying the response, the candidate would receive an "effective" rating worth 1 point. Lastly, if a candidate's response contains multiple grammatical errors that seriously interfered with conveying the response the candidate would receive an "ineffective" rating worth 0 points. At the time of this test plan, CSC plans to use this variable scoring scale for most or all keyed items. In addition, negative points may be used on the scoring key. Negative points would only be used sparingly and for responses that have a serious negative impact on the outcome of the exercise. This scoring method is similar to the previous administration for both ranks. It is planned that the scoring method for the staffing problem will also use a modified checklist.

CSC analysts will score candidate responses. The use of a modified checklist requires evaluation of responses, but limits the need for profound level of job knowledge. Since CSC analysts will be familiar with the exercises and scoring keys due to their involvement in the development of the exam, each exam will be scored by three CSC analysts. CSC analysts also have training and experience in scoring open-response formatted exam. The scoring of the exams will consist of initial independent scores followed by comparing scores and the option to change a score for any item after discussion. The CSC analysts will score each candidate initially without any discussion with the other assessors. Following this initial scoring, the CSC analysts will compare scores determined for each item. Following discussion of any of the initial scores for an item, CSC analysts have the ability to change their initial scores. The score for each item will be determined by taking an average of the scores provided by the three assessors. Consistent with the

previous administrations, no appeals or clerical review of this phase of the exam will be provided to candidates.

Phase II Tactical Exercise

Emergency Scene Activities is the highest rated task category for both Fire Battalion Chief and Fire Deputy Chief and will be the focus of this phase of the exam. This phase will also target the task category of Supervision for both ranks and Emergency Victim Care for Fire Battalion Chief. This phase is designed to assess various knowledges and abilities relating to performance during an emergency scene. This could involve the candidate responding verbally in the role of incident commander, as part of a unified command as the fire command, or in charge of a division, group, or branch. This phase of the exam will consist of two exercises for Fire Battalion Chief candidates and one exercise for Fire Deputy Chief candidates. One exercise for Fire Deputy Chief candidates is due to the low number of candidates typical of the last three administrations. External SMEs at the rank of Fire Battalion Chief, Fire Deputy Chief, or equivalent or above will help to determine the complexity of each scenario and the appropriateness of the scenarios for each rank being tested. CSC analysts will gather and create visual images, audio files, and create videos for video exercises. SMEs will assist with the appropriateness of the visual and audio cues, scripting of the exercises, and development of the key points. Once in near final format, additional SMEs will serve as pilot testers to ensure the clarity of instructions and exam materials and provide a final check of the scoring keys.

Each scenario will typically include a dispatch to the scene and will provide the candidate with audio and visual stimuli. Each candidate will take the examination in individual rooms. Usually at a set point in the scenario, the candidate will “arrive on the scene” and will be instructed to begin the exercise. The candidate will respond orally as though they were at the scene. The candidate may fictitiously contact the different companies on the scene as well as the radio room. CSC plans to have at least two “tactical experts” in each test room who will respond to questions and commands from the candidate and will provide information based upon the construction of the exercise. Most of such responses will be from scripted materials developed prior to test administration. The tactical experts will be from outside the state of Ohio, at least at the Fire Battalion Chief rank, and considered tactical experts in their own jurisdictions. CSC personnel, who will serve as monitors for this phase, may provide backup to the tactical experts. Each exercise will be video-recorded. The recorded copy will be used for the scoring of the exercise. As in previous administrations, candidates will be sequestered for this phase of the examination. That is, no candidate will be permitted to leave the test site until the after the last candidate is scheduled to arrive.

Scoring for this phase will be done by fire personnel from outside the state of Ohio at the Fire Battalion Chief or Fire Deputy Chief levels, respectively, or above. The administration and scoring will be similar to past administrations. The test room will contain the video player or computer and multiple video cameras. No scoring of the

candidate responses will occur during the live performance. Later in the week, the recorded performances will be scored by three assessors and a CSC analyst will serve as the monitor. Three assessors will score each exercise, and each exercise is monitored by a CSC Analyst. This procedure is beneficial to the candidates by maintaining the testing schedule and benefits the assessors because they can take their time while scoring candidates by stopping and replaying the recording as often as needed.

The scoring key will be a check-off list in which candidates receive points for addressing various conditions. The scoring key will be developed with reference to CFD internal and external source materials posted on the Reading List. Additionally, some key points will be derived from input from development SMEs. CSC will strive to develop a scoring key that allows for individual differences and does not give credit for trivial points. In addition, negative points may be used on the scoring key. Negative points would only be used sparingly and for responses that have a serious negative impact on the outcome of the exercise.

Scoring assessors will be trained in the exercises and in the use of the scoring keys. After viewing candidate responses, they will independently score each candidate and will then discuss differences following the scoring. Assessors may change their score based on the discussion. Fire Battalion Chief candidates will complete two exercises and be scored by two boards. Fire Deputy Chief candidates will complete one exercise and be scored by one board. Each board is planned to consist of three assessors. For the majority of the keyed points, candidates will be awarded points whenever two of the three assessors indicate that a candidate has successfully covered items on the scoring key. There will be some keyed points that will require assessors to evaluate the quality of the candidates' responses. For these keyed points, the average score of the assessors will be used. There will be no appeals or clerical review process for this phase of the examination.

Phase III Oral Examination

The task categories of Supervision and Training will be the focus of this phase of the exam. Additionally, the task category of Public and Community Relations may also be simulated during this phase, and for the Fire Deputy Chief rank, Equipment and Facilities Maintenance. This phase will consist of exercises that are typical of duties performed by the rank being tested. There will be two exercises for Fire Battalion Chiefs and one exercise for Fire Deputy Chiefs. Exercises may include role-plays, structured interviews, presentations or a combination. Exercises chosen for use on the exams will be evaluated to determine strength of the relationship to the targeted task categories and appropriateness for the rank.

Candidates will be given preparation time to become familiar with the exercises and prepare for the oral board. If role-plays are utilized, board members will play the roles of subordinates, supervisors, citizens, and/or other appropriate persons.

During interviews and presentations, the board members may interact with the candidate with questions and statements that are typical of what a Fire Battalion Chief or Fire Deputy Chief may face in that type of situation. To enhance test security, CSC will sequester candidates. Candidates may bring in the Reading List sources to use during the preparation period of this phase. In addition to the sources on the Reading List, candidates will be permitted to use a non-electronic dictionary for the exam. All sources brought in by candidates must be non-electronic and will be subject to inspection at the test site to ensure that no additional summary pages have been added.

The development of oral exercises will require the use of SMEs in the rank of Fire Battalion Chief, Fire Deputy Chief, or equivalent or above. They will help ensure test material is job related and that the oral exam represents important aspects of the job. SMEs will be used to provide task category linkages for the oral exercises. SMEs will also be used to pilot test the exercises before the exam is given to candidates.

Behaviorally Anchored Rating Scales (BARS) will be used to score the Oral Board phase of the examination. The four scoring dimensions that will be used for the Oral Board Exam are oral communication, supervision and interpersonal relations, problem solving, and technical and professional knowledge. Fire Battalion Chief candidates will complete two exercises and be scored by two boards. Fire Deputy Chief candidates will complete one exercise and be scored by one board. Each board is planned to consist of three assessors.

Out of state assessors, in the rank being tested or above, will be brought in to assess candidates. CSC staff will provide thorough training for role-plays and for use of the BARS. The following describes the calculation of scores, with the number of assessors as planned. Alternative scoring as a result of fewer assessors will be described in advance of scoring and shared with stakeholders should the number of assessors who can travel to Columbus be reduced. For the Fire Battalion Chief Exam, each candidate will receive a total of 12 assessments: [2 (exercises) X 2 (boards) X 3 (raters) = 12]. For the Fire Deputy Chief Exam, each candidate will receive a total of 3 assessments: [1 (exercise) X 1 (board) X 3 (raters)]. Assessors will initially score each candidate independently, prior to any discussion, using 9-point scales. Following the completion of the independent rating, initial scores will be shared with the three-member group. Initial scores that differ by more than two points within the board will be discussed. Following this discussion, assessors will then complete the final scoring. Consensus among assessors is not required.

Candidates will be scored on four dimensions using 9-point behaviorally anchored rating scales (BARS). The average score per dimension will be provided to candidates along with their overall score. The average score per dimension will be based on the sum of the 12 assessments per dimension divided by 12. Thus, the maximum score per dimension is 9 points (12 assessments X 9 points ÷ 12 = 9). The overall score will be the sum of all final scores divided by three. Thus, the highest possible score for Fire Battalion Chief Candidates is 144 points, (12 assessments X 4 dimensions X 9 points ÷ 3 = 144). The highest possible score for

Fire Deputy Chief candidates is 36 (3 assessments X 4 dimensions X 9 points ÷ 3 = 36).

Additionally, three days will be set aside after the release of tentative scores for candidates to review their performances on the Oral Board Exam. Candidates will also be permitted to conduct a paper inspection to verify accurate calculations were reported from copies of the scoring sheets.

Section 5: Finalizing Examination Results

Seniority Points

Seniority points are calculated according to CSC policy. Seniority points will be added to the scores of candidates who complete and pass all phases of the examination process. For both the Fire Battalion Chief and Fire Deputy Chief Examinations, a candidate may earn up to fifteen seniority points. In addition, the seniority point calculations will be released to the IAFF for verification at the time of the tentative results release. Per CSC policy, the cutoff date shall be the first date of the multiphase testing process for the class being tested.

Exam Scoring

Final scoring for the Fire Battalion Chief Exam will utilize a compensatory model, with the cut-score derived using the results of the overall exam score at a full standard deviation below the mean. Consistent with past administrations, all Fire Deputy Chief candidates who complete all phases of the exam will pass the exam and their names will be placed on the Eligible List. For the rank of Fire Deputy Chief there are typically three to ten candidates. With so few candidates, it is difficult to set a meaningful cut-score. If fewer than three candidates appear for the first phase of the examination, CSC will administer Phase I to all candidates who appear..

Fire Battalion Chief and Fire Deputy Chief test candidates who are promoted from an existing Eligible List by the time scoring takes place for this administration will not be considered viable candidates. Therefore, such candidates will not continue in the scoring process.

After the administration of the three-phase exams, the raw scores of each phase of the exams for viable candidates will be standardized. The standard scores are calculated using the z-score method, by assigning a mean (average) of 0.00 and a standard deviation of 1.00. After converting the raw scores to z-scores (standard scores), a composite of the z-score is calculated by giving Phases I and III a weighting of 25% each and Phase II a weighting of 50%. The composite score will be transformed to a standard score (re-Z), by re-z'ing with a mean of 0.00 and a standard deviation of 1.00. Per Commission policy, the following formula is used to equate a full standard deviation below the mean to a reported score of 70. A reported score of 70 or higher for the Battalion Chief exam will be

considered passing. This formula will be used to calculate the final reported score for Fire Battalion Chief exam:

$$\text{Test score} = (8.5714 \times Z) + 78.5714$$

(The z value in this formula is the re-z'd value of the composite score.)

There is no set pass point for the Fire Deputy Chief exam, therefore the scores will be converted according to CSC policy using the following formula:

$$\text{Test score} = (8.5714 \times Z) + 78.5714$$

Seniority points are then added to all passing scores to obtain the final score. Candidates are then ranked based on the final score. The seniority points will be calculated per CSC policy and per IAFF contract.

CSC policy allows for variances from z-scoring procedures in cases where there are fewer than ten (10) applicants. In these cases, raw scores can be combined or scaled in a rational way and final scores reported. If it is determined that an alternate method will be utilized, the method selected will be shared with both the Civil Service and IAFF test consultants before being made final. Due to the issues stated above for the number of candidates that appear to the first phase of the examination and other factors in place at the time, this decision will need to be made with all pertinent information. The decision will be made carefully, with the best interest of the candidates, the Department of Public Safety, and the citizens of Columbus as the guiding factors. Consultation with the consultants will ensure testing values and standards will be upheld.

When there are fewer than ten (10) applicants, the Analyst, with supervisor approval, may abandon the Z-scoring procedures noted previously. Raw scores can be combined or scaled in a rational way and final scores reported. The CSC only plans to use this option in the event that there are fewer than three candidates for either examination.

On February 10, 2025, the CSC plans to release tentative test results for both the Fire Battalion Chief and Fire Deputy Chief Examinations to candidates and the IAFF's testing expert, and a list of candidate names with seniority points to the IAFF. The tentative results notice to candidates will contain raw scores per phase, the high and low scores per phase, and seniority points. The raw scores for the oral phase will be broken down by scored dimension and reported to test candidates. Only the tentative results sent to the IAFF's testing expert will include the final ranks of candidates. During the review period between the release of tentative scores and final scores (with ranks), three days will be set aside for candidates to review their performances on each oral exercise as well as the paper inspection of a copy of their score sheets from each oral exercise. CSC plans to send final result notices to candidates on February 19, 2025 for both Fire Battalion Chief and Fire Deputy Chief Examinations. CSC plans send the Eligible

Lists to the Department of Public Safety, the Fire Chief, the CFD's CIFA representative, and the IAFF on the same day notices are sent to candidates. The Eligible Lists will be established February 20, 2025, for both Fire Battalion Chief and Fire Deputy Chief. Please note: Monday, February 17, 2025 is a City of Columbus holiday and CSC offices will be closed. The test results release procedures for both exams are located in **Appendix E**.

Section 6: Content Validity

Content Validity

The Civil Service Commission utilizes a content-validity strategy for the Fire Battalion Chief and Fire Deputy Chief promotional exams. Validation efforts include extensive utilization of SMEs beginning with a thorough job analysis and continuing throughout all phases of exam development and administration. The 2nd Circuit's landmark ruling *Guardians v. Civil Service* (1980) established the following five criteria for content validity:

1. suitable job analysis
2. reasonable competence in test construction
3. test content related to job content
4. test content representative of job content
5. scoring systems that reasonably predict applicants that are relatively better job performers

A discussion of how each of the five criteria were met as they apply to the 2025 Fire Battalion Chief and Fire Deputy Chief promotional exams follows.

1. Suitable Job Analysis Requirement

The exams will be based on a professional job analysis conducted in 2020 which resulted in the identification of critical, observable work behaviors by gathering job task, job knowledge, and job ability importance and performance frequency ratings, as well as task category relative importance ratings. The 2020 Fire Battalion Chief and Fire Deputy Chief Job Analysis involved job observations, a Job Analysis Questionnaire (JAQ), and technical conferences regarding job analysis results. The technical conferences involved groups of SMEs who reviewed the summarized data gathered via the Job Analysis Surveys, to ensure that the results are generally consistent with the predominate view of the job, and that results have not been skewed by extreme ratings.

2. Reasonable Competence in Test Construction Requirement

The exams will be carefully constructed by teams of CSC analysts, who specialize in uniformed Public Safety testing, working closely with external SMEs.

When each phase is in near final form, the exams will be pilot-tested by different external SMEs for quality control to ensure the scenarios or problems are realistic, and have an appropriate difficulty level, time frame for completion, and response space for the Written Work Sample. The keyed responses, where applicable, are also reviewed for correctness and reasonableness. Finally, all exam materials are reviewed by the City's testing expert and the IAFF's testing expert, who possess extensive testing experience and education credentials in the field of industrial/organizational psychology. These extensive review processes ensure the exam has been carefully crafted and is of good quality.

3. The Direct Relationship Requirement

Exam validation efforts began with a sound job analysis, and will then continue throughout exam development. With respect to each exam component, SMEs with extensive fire service experience will be involved throughout scenario and key development. Civil Service Analysts with experience in test development will work closely with subject matter experts throughout the development process to ensure that the exam is realistic, appropriate for the respective ranks, and focused on the targeted task categories. The job analysis results will be reviewed during test development to ensure this is maintained throughout the examination. Linkage data will be collected during exam development to support the direct relationship of the exam content to the job content. The extensive use of SMEs throughout exam development and scoring ensures a direct relationship of the exam to the job.

4. The Representativeness Requirement

Measures are taken to ensure the various parts of the job are represented by the test. The use of a multiphase exam process tests candidates on job related exam problems and scenarios in both a written and oral format. Basing the exam content on the job analysis results and utilizing SMEs in the development and pilot test process helps to ensure that the exam comprehensively represents the important types of work encountered and types of situations that need to be handled by those performing the job of Fire Battalion Chief or Fire Deputy Chief with the Columbus Division of Fire. In addition, linkages for each phase to the task categories will be conducted by those scoring the examination. Overall, the three exam phases cover a significant portion of the job.

5. The Scoring Requirement

Each phase of the exam will utilize a scoring system that differentiates candidates in such a way that it is reasonable to infer that relatively higher scoring candidates should be relatively better at job performance. Specific keyed responses and key points are developed based upon the job and with the aid and input of SMEs. The use of check-off type key for the written work sample and the use of BARS for the oral exam are standard scoring systems for use in these types of testing formats. With respect to the tactical component, a higher score

indicates the candidate possesses a relatively higher degree of the knowledges and abilities necessary to perform at a higher proficiency level. The scoring plans for the specific exam phases will be laid out prior to each exam. Testing experts on behalf of the Commission and candidates (IAFF) review the scoring plans as well as scoring keys and/or scales for all components in the testing process. Overall, the exam includes a compensatory scoring system which provides a useful differentiation among candidates such that higher overall performers on the exam can be reasonably inferred to be better performers of the job, to the extent commonly accepted among testing professionals regarding the predictive properties of employment exams.

Test Security

As was previously mentioned, all SMEs who participate in test development will be required to sign a security agreement. No Columbus Fire personnel will have access to test material prior to the administration of the examination. Candidate access to electronic devices such as smart phones during test administrations will be forbidden. Additionally, candidates will be sequestered for both the oral exam and the tactical exam. This will help to eliminate the ability of any candidate who has completed an exam from sharing exam content with another candidate who has yet to take the exam.

Section 7: Consideration of Alternative Method

Consideration of Alternative Method

A number of alternative selection procedures, both methods and constructs were considered before deciding on the form, format and nature of the promotional selection battery. The Guidelines emphasize the importance of investigating alternative selection procedures, which minimize any adverse impact, by stating, "Where two or more selection procedures are available which serve the user's legitimate interest in efficient and trustworthy workmanship, and which are substantially equally valid for a given purpose, the user should use the procedure which has been demonstrated to have lesser adverse impact" (Section 3B). Therefore, evidence of both validity and adverse impact must be considered and the CSC pays careful attention to the adverse impact implications of any decisions. Attention to the reduction of adverse impact is also a factor in decisions regarding weights and critical scores.

To make informed decisions regarding methods and constructs, the Columbus CSC makes it a practice to remain up-to-date on recent developments in public sector testing, relevant court decisions, and government and professional guidelines, especially as they related to improving inclusion and diversity, and reducing adverse impact. In addition, in deciding on the form of the final promotional battery, consideration is given to the job analysis results, job relatedness, the professional literature on validity and adverse impact, merit principles, CSC rules and regulations, the union contract, and practical

limitations. All decisions are made taking into account input from important stakeholders.

Government regulatory agencies suggest that to reduce adverse impact, jurisdictions move beyond the use of job knowledge as a construct and the multiple-choice test as a method. In the past, CSC eliminated the open-book multiple-choice component from a number of promotional exam batteries, to enhance validity and reduce potential adverse impact. Recommended alternatives for reducing adverse impact include the measurement of constructs such as communication and decision making, more realistic job simulations, and the use of alternative methods. In designing the promotional battery, careful attention was paid to an expansion of constructs and methods. Simulations, job or work sample tests have been found to be one of the most valid and realistic selection procedures, while leading to a high degree of acceptance among applicants and reduced adverse impact. The CSC utilizes a job simulation known as the Tactical Exam Phase to enhance the assessment of critical work behaviors and KSAs. Over the years, as CSC has gained greater experience with the Tactical Exam, subtle but important changes have been made to the format to more closely resemble the job, enhancing validity, reliability, and candidate acceptance. Structured interviews and oral exercises are also frequently recommended as having high validity with less adverse impact. Therefore, in addition to the Tactical Exam, an Oral Board is incorporated into the Test Plan. The expansion of constructs is evident in the design of the Oral Exam. Constructs assessed by the Oral Exam include oral communication, supervision and interpersonal relations, problem solving, and technical and professional knowledge.

In conclusion, based on a consideration of multiple factors, the test plan was crafted to measure constructs beyond job knowledge and to include methods other than a standard, multiple-choice test. The manner in which CSC has evolved the Fire Battalion Chief and Fire Deputy Chief promotional exam batteries demonstrates compliance with, and a commitment to the requirements of *The Guidelines* in regards to the consideration of alternate methods of assessment.

Section 8: Summary

Summary

This Test Plan outlines the planned procedures for the development, administration and scoring of the Fire Battalion Chief and Fire Deputy Chief promotional exams. Exam development will be based upon the Job Analysis, with important task categories targeted to help ensure important aspects of the jobs are tested. Subject matter experts from jurisdictions outside the CFD will be used in development and will help to ensure exam content is appropriate for the ranks and technically correct. A testing expert working on behalf of the CSC will

review exam materials and procedures to ensure the examination is in adherence to acceptable industry standards. A testing expert working on behalf of the IAFF will review exam materials and procedures to help assure the test is objective, fair to candidates, and does not pose any artificial barriers to promotions.

The Test Plan is, as the title indicates, a plan. At the time of the development of this Test Plan, all items contained within are planned to occur; however, an unforeseen event may change specific aspects of the plan. Any changes to this plan will be duly discussed and documented.

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APPENDIX A

Fire Battalion Chief and Fire Deputy Chief Class Specs

Job Code 3087

FIRE BATTALION CHIEF

DEFINITION

Under general direction, is responsible for assisting in directing the City's emergency response system by assuming command of the stations in a battalion on an assigned unit day or is responsible for assigned Bureau activities; performs related duties as required.

EXAMPLES OF WORK (Any one position may not include all of the duties listed, nor do the examples cover all of the duties that may be performed.)

Provides management or supervision over companies within a battalion to ensure proper delivery of services;

Ensures proper staffing of companies within a battalion;

Directs the operations of companies at a fire or other emergency incident; directs salvage and overhaul operations; determines when companies can be released to return to their stations; remains alert for evidence of arson or sabotage;

Critiques emergency scene responses with fire officers and firefighters; assesses training needs; selects and develops appropriate drills; conducts and supervises drill and study periods during the shift;

Prepares preliminary reports concerning emergency responses;

Ensures the cleaning and maintenance of the stations within the battalion during assigned shift; conducts inspections and ensures proper training of fire companies;

Disseminates information regarding changes within the battalion to buildings, sprinkler systems, exits, entrances, driveways, streets, and alleys as they affect emergency response and possible firefighting operations;

Ensures the proper administration of public fire prevention and education programs within the battalion;

Directs the maintenance of records and the preparation of reports; confers with other firefighting officers regarding improvements in the delivery of services and transmits and explains new orders and bulletins to subordinate officers in the battalion;

Ensures subordinates are acting in accordance with the law, regulations, policies, and directives applicable to the Division and the City of Columbus.

Job Code 3087

MINIMUM QUALIFICATIONS

One (1) year of continuous accredited service as a permanent appointee in the class of Fire Captain by the expiration date of the current Fire Battalion Chief eligible list and possession of a bachelor's degree.

Possession of a valid driver's license.

KNOWLEDGE, SKILLS, AND ABILITIES

Thorough knowledge of modern principles and practices of fire prevention and suppression; thorough knowledge of the use and maintenance of firefighting equipment and apparatus; thorough knowledge of characteristics of smoke, heat, and fire; thorough knowledge of emergency incident scene command principles and procedures; thorough knowledge of divisional rules and regulations; considerable knowledge of supervisory and management practices; considerable knowledge of the current I.A.F.F. contract with the City of Columbus; general knowledge of fire prevention, inspections, and investigations; ability to assess, prioritize, and coordinate a response to a fire and other emergencies; ability to supervise others; ability to develop and maintain effective working relationships with others; ability to read, complete, and maintain records and reports; ability to visualize fire spread; ability to sense heat, sounds smoke, and winds; ability to work in uncomfortable environmental conditions.

Probationary Period:	365 Days
Examination:	Competitive
Job Family/Group:	Protective Services/Fire
EEO/DOJ Job Category:	Professional/Protective Services: Sworn
Class established:	2/1/1966
Current spec:	12/19/2022
Commission action taken:	Revise
Last reviewed:	12/19/2022

The following is provided for informational purposes only. Compensation is subject to change through the Labor Relations Office of the Human Resources Department.

Compensation Plan:	IAFF
Salary:	Range 4F
FLSA:	Nonexempt (overtime eligible)

Job Code 3085

FIRE DEPUTY CHIEF

DEFINITION

Under general direction, is responsible for directing the City's emergency response system on an assigned unit day or is responsible for assigned Bureau activities; performs related duties as required.

EXAMPLES OF WORK (Any one position may not include all of the duties listed, nor do the examples cover all of the duties that may be performed.)

Administers Fire Division policy; develops and recommends policy and procedural changes as needed;

Ensures that unit personnel, equipment, and apparatus are distributed among fire stations in order to provide adequate emergency medical care, fire suppression, and non-emergency duties for the City of Columbus;

Ensures that personal equipment, fire equipment, apparatus, and buildings are properly maintained in order to be available for emergency service operations and to provide safe working conditions;

Ensures that all personnel on the unit are properly trained in order to carry out their assigned duties;

Ensures that the unit Fire Safety Inspection Program is effectively conducted in order to reduce the incidence of fire in the City of Columbus;

Ensures that emergency operations are effective in order to hold losses to the minimum possible;

Ensures that Fire Division policies are carried out and enforced by the personnel on the unit;

Ensures the administration of public fire prevention and education programs within the unit;

Interacts with members of the community and outside organizations in order to accomplish Division goals, provide needed assistance, improve public relations, and educate the public;

Oversees all aspects of Emergency Medical Services training; oversees the maintenance, quality, and proper dissemination of patient care reports.

Ensures subordinates are acting in accordance with the law, regulations, policies, and directives applicable to the Division and the City of Columbus.

Job Code 3085

MINIMUM QUALIFICATIONS

One (1) year of continuous accredited service as a permanent appointee in the class of Fire Battalion Chief by the expiration date of the current Fire Deputy Chief eligible list and possession of a bachelor's degree.

Possession of a valid driver's license.

KNOWLEDGE, SKILLS, AND ABILITIES

Thorough knowledge of all rules, regulations, and standard operating procedures of the Columbus Division of Fire; thorough knowledge of management and supervisory principles; thorough knowledge of staffing requirements and resources; thorough knowledge of I.A.F.F. contract, firefighting principles, practices, and theory of disaster management; thorough knowledge of characteristics of smoke, heat, and fire; considerable knowledge of supervisory and management practices; ability to assess, prioritize, and coordinate a response to a fire and other emergencies; ability to supervise others; ability to develop and maintain effective working relationships with others; ability to read, complete, and maintain records and reports; ability to visualize fire spread; ability to sense heat, sounds, smoke, and winds; ability to work in uncomfortable environmental conditions; ability to organize, prioritize, and appropriately make work assignments; ability to solve problems effectively; ability to communicate orally and in writing; ability to conduct meetings and critiques; ability to effectively command major emergency incidents.

Probationary Period: 365 Days
Examination: Competitive

Job Family/Group: Executive
EEO/DOJ Job Category: Official/Administrator/Protective Services: Sworn

Class established: 9/27/1993
Current spec: 12/19/2022
Commission action taken: Revise
Last reviewed: 12/19/2022

The following is provided for informational purposes only. Compensation is subject to change through the Labor Relations Office of the Human Resources Department.

Compensation Plan: IAFF
Salary: Range 5F
FLSA: Exempt (overtime ineligible)

APPENDIX B

CIFA Meeting Minutes

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

APPENDIX C

Reading Lists

2025 Fire Battalion Chief

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 in effect July 31, 2024*	X		X
4.	City of Columbus Central Work Rules	X		X
5.	Engine Company Operations: A Manual for the CFD Firefighter Revised 01/31/22*		X	
6.	Truck Company Operations: A Manual for the CFD Firefighter Revised 08/30/21*		X	
7.	High-Rise Company Operations: A Manual for the CFD Firefighter Revised 01/11/22*		X	
8.	Saving Our Own: A Manual for the CFD Firefighter Revised 10/04/20*	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 the Civil Service Commission's Website.

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 ,		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	
3.	<u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.barnesandnoble.com	X	X	
4.	<u>The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World</u> Ronald Heifetz, Alexander Grashow and Marty Linsky; Harvard Business Review Press (2009) ISBN: 978-1-4221-0576-4 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
6.	<u>Chief Officer Principles and Practice Third Edition</u> David J. Purchase; Bartlett Learning; 3 rd Edition ISBN 9781284172478 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>				

External Sources - Video		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Communicate with Empathy by Alexander Lyon https://www.youtube.com/watch?v=8tyFJTtzYtY Video Run time: 6:49			X
2.	Leadership Shouldn't be a Position by Rachel Kohman Leadership Shouldn't Be a Position Rachel Kohman TEDxMissouriS&T (youtube.com) Video Run time: 11:24			X
3.	What leaders need to know about change by Taylor Harrell What leaders need to know about change Taylor Harrell TEDxSDSU (youtube.com) Video Run time: 19:54			X
IMPORTANT: 1) Total Run time of all videos combined: 38:07 2) Videos will be unavailable during the Oral Board Preparation Period.				

2025 Fire Deputy Chief

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 in effect July 31, 2024*	X		X
4.	City of Columbus Central Work Rules	X		X
<p>*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 the Civil Service Commission's Website.</p>				

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 ,		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	
3.	<u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.barnesandnoble.com	X	X	
4.	<u>The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World</u> Ronald Heifetz, Alexander Grashow and Marty Linsky; Harvard Business Review Press (2009) ISBN: 978-1-4221-0576-4 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
6.	<u>Chief Officer Principles and Practice Third Edition</u> David J. Purchase; Bartlett Learning; 3 rd Edition ISBN 9781284172478 www.amazon.com	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 not be permitted for use during exams.

External Sources - Video		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Communicate with Empathy by Alexander Lyon https://www.youtube.com/watch?v=8tyFJTzYtY Video Run time: 6:49			X
2.	Leadership Shouldn't be a Position by Rachel Kohman Leadership Shouldn't Be a Position Rachel Kohman TEDxMissouriS&T (youtube.com) Video Run time: 11:24			X
3.	What leaders need to know about change by Taylor Harrell What leaders need to know about change Taylor Harrell TEDxSDSU (youtube.com) Video Run time: 19:54			X
<p>IMPORTANT:</p> <p>1) Total Run time of all videos combined: 38:07</p> <p>2) Videos will be unavailable during the Oral Board Preparation Period.</p>				

APPENDIX D

Important Dates

2025 Fire Battalion Chief & Fire Deputy Chief Exams Important Dates

Events	2024
Reading List Posted	May 1
Application Filing	September 23 through October 4
Information Sessions Video	By September 23
Application Review (date by which proof of degrees must be submitted):	November 1
Test Admission Notices Sent	November 5
Battalion Chief Written Work Sample	November 19
Deputy Chief Written Work Sample	November 20
Tactical and Oral Board	Week of Dec 9
	2025
Tentative Results	Feb. 10
Oral Board Paper Inspection and video review – By appointment only	Feb. 12, 13 and 14
Result Notice	Feb. 19
Lists Established	Feb. 20

Monday, February 17 Civil Service Commission offices will be closed

NOTES:

The scheduled dates are subject to revision. Any deviations from this schedule will be documented and applicable notifications, if any, will be made.

APPENDIX E

Results Release Procedures

**Test Results Release Procedure
2025 Fire Battalion Chief and Fire Deputy Chief Exams**

1. On Monday, February 10, 2025 the Civil Service Commission will:
 - issue to the Union’s testing consultant the person identification numbers, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2025 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 and Tactical Exam scores by dimension, the high, low and mean scores for each phase, and their seniority points.

Based upon the Monday, February 10, 2025 issue date of these results, the 10-day review period will end as of Thursday, February 20, 2025. *Please note Commission offices will be closed for Presidents’ Day on Monday, February 17, 2025.

2. On Wednesday, February 19, 2025 (represents one (1) business day prior to the February 20, 2025 effective date of the list):
 - send final results notices 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.