

MEMORANDUM

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

From: Elizabeth Reed, Assistant Executive Director

Date: April 3, 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 Wednesday, April 3, 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, the Division of Fire 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
Sheri Goodwin, Personnel Analyst II, CSC
Laura Hausman, Personnel Administrative Manager, CSC
Jacob Jones, I.A.F.F. Representative
Mark Mattox, I.A.F.F. Representative
Jerrod Mogan, Personal Analyst I, CSC
Elizabeth Reed, Executive Assistant Director, CSC
James Sancin, Fire Assistant Chief, Division of Fire
Doug Sarff, Department Deputy Director, Department of Public Safety

Amy Delong, Executive Director, CSC attended a portion of the meeting.

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 on May 1, 2024.

Topics of Discussion:

I. Welcome

The purpose of this meeting was to follow up on unresolved issues from the first C.I.F.A. that occurred on February 23, 2024 and to continue to discuss preliminary plans for the upcoming fire promotional exams being administered in late 2024 and 2025.

II. Security Agreements

CSC collected security agreements from almost all non-CSC staff before the meeting. Doug Sarff signed a security agreement at the beginning of the meeting. 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.

III. Confirm Union Consultant

The I.A.F.F. stated that they had a verbal confirmation that The Aldridge Group (TAG) would be the union's testing consultant for this test administration.

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.

The CSC stated that they preferred to continue to use internal Fire Battalion Chiefs and above as SMEs to review appeals. The I.A.F.F. again expressed a preference for the use of Fire Captains or Fire Lieutenants as they believed that they would be more up to date on the material. They also asked if the CSC emphasizes that the sources are readily available for use during the appeal review process. The CSC affirmed that SMEs have access to the materials during the appeal review process and clarified that the CSC reserved the right to override SMEs judgement as to whether to delete, retain, or rekey an item following appeals as a safeguard against SME judgements that are not based on the sources.

V. Reading Lists

Once finalized, CSC will post and maintain all reading lists and the related internal source materials 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 presented a draft version of the reading lists for each rank.

- 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.
- 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 had been released and expressed that they believed some portions should be included for the Fire Lieutenant and Fire Captain exams. The CSC asked about whether the updated version contained content that was inconsistent with Division SOPs and the Division representatives stated that SOPs were removed from this version. The CSC and Division representative discussed what phase of testing the out-of-class manual would be most appropriate. The CSC believed it would be good for the tactical phase, and the Division representative believed that the portions relating to day-to-day operations would be more appropriate for the multiple-choice phase and that source should not be used for the tactical phase. It was agreed that the Division representative would provide the CSC a USB containing the revised manual for the CSC to review. The I.A.F.F. expressed concerns about the manual because the previous version contained opinions and stories. The CSC also stated that the test for each rank should test for the rank being tested rather than whether a candidate is able to perform the responsibilities of the rank above the rank being tested. The CSC expressed concerns that riding out-of-class or the out-of-class manual may be inaccessible to some. The I.A.F.F. clarified that everyone will have access to the manual and the opportunity to ride out-of-class per the conditions stated in the contract.
- The CSC and the I.A.F.F. discussed which version of the contract should be listed on the reading list. The new contract is set to be finalized but will likely not be finalized until June 1st at the earliest. Both the CSC and the I.A.F.F. agreed that they preferred for the reading list to be posted by May 1st even though the new contract will not be available by that date. To account for this, the CSC and I.A.F.F. determined that the reading list could be published by May 1st and include language stating that candidates should study the contract in effect on July 31st, 2024, so that candidates can begin studying the other material earlier.
- For the Fire Battalion Chief and Fire Deputy Chief reading lists, the external leadership sources have been replaced with new leadership source(s). The new source contains leadership principles and have a greater focus on concepts rather than stories.

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

VI. Information to Candidates

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 'Questions and Answers' (Q&A) documents on the CSC website. The I.A.F.F. and the CSC agreed that candidates will not be notified every time the Q&A is updated, but the I.A.F.F. requested that candidates be informed that they are responsible for checking the Q&As frequently for updates. The CSC also clarified that each question in the Q&A documents has a date, so that candidates can quickly see what information is new.

VII. Fire Lieutenant and Fire Captain Exams

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. The I.A.F.F. asked that the CSC give a range of dates when testing may be impacted by the availability of an outside testing venue so that candidates can make informed decisions regarding leave and other plans. The CSC agreed to make this change.

Candidates will be assigned a unique identifier for the Fire Lieutenant tactical appeals. Prior to the SME review of the Fire Lieutenant tactical appeals, CSC will remove appeals received from candidates who failed the Fire Lieutenant Multiple-Choice Exam so their tactical appeals will not be considered by SMEs. The CSC emphasized that whatever form this identification will take, the CSC will ensure that no identifying information will be available to the SMEs.

The CSC stated that there will be no alternative testing dates for examinations but that alternative dates may be given for appeals and paper inspections when candidates have military or other mandatory work activity and provide documentation in a timely manner. The conflict must occur for all available dates and the accommodation date must fall within necessary time frames. The I.A.F.F. requested that this policy be written out, and the CSC agreed to include this language in the test plan.

VIII. Fire Battalion Chief and Fire Deputy Chief

The CSC shared an overview of the planned test dates.

The CSC shared their plan to create only one tactical exercise and one oral board exercise for the Fire Deputy Chief Exam. The I.A.F.F. indicated that they would prefer to have two exercises for both the tactical and oral board. The CSC expressed that the low number of candidates expected to take the exam makes it difficult to justify having four exercises. Furthermore, the CSC assured that a valid exam could be produced using only one exercise for the tactical phase and one exercise for the oral board phase.

IX. Test Results Procedures

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 I.A.F.F.

All in attendance agreed to the distribution list

X. Any Concerns from Union/Department/Division

The CSC stated their preference to use candidates' video responses when grading the Fire Captain Tactical Exam. The CSC believes that video responses will improve assessor engagement and make it easier to grade command demeanor. The I.A.F.F. indicated that they prefer the responses be graded using only the audio from the candidates' exams. The I.A.F.F. believes that this is a more realistic exam because on scene only audio can be heard. Additionally, an audio only response may reduce rater errors. The CSC indicated that video also helps CSC monitors when a candidate's response needs to be replayed as the visual cues help monitors identify the correct time to replay. The I.A.F.F. stated that raters will probably be looking at the check-off list rather than the video and argued that command presence can, and should be, rated using audio only as the audio is the only aspect that matters when information is relayed over the radio on scene. The representative from the Department of Public Safety agreed that audio responses, rather than video responses, should be used.

The I.A.F.F. expressed concerns about what percentage of the test's points could be attributed to command presence. The CSC stated that this was variable as it may depend on each exercise and the exact number of key points for each exercise. The CSC stated that command presence did not make up a large proportion of the points for any particular tactical exercise. The I.A.F.F. indicated that they do not want this proportion to increase.

The CSC had questions regarding where to send the test plan if TAG was not confirmed before test plans were finalized. The I.A.F.F. stated that TAG should be confirmed by the next week. The CSC pulled up the contract, and it was determined that the CSC

should send the test plan to the I.A.F.F. who would then send it to their testing consultant.

Attachments:

Meeting Agenda

Draft Reading Lists

Tentative Important Dates

2025 Fire Promotional Exams CIFA Meeting Agenda

Wednesday, April 3, 2024

Agenda

- I. Welcome and Thank you!
 - a. Purpose of meeting - follow-up from February
 - b. Recording to ensure minutes are complete

- II. Security Agreements (anyone not in attendance in February)
 - a. Discuss nature of confidential information to be discussed
 - b. Discuss when information may be public/when it can be discussed

- III. Confirm Union consultant

- IV. Subject Matter Experts
 - a. External SMEs for development
 - b. Internal SMEs for appeals review
 - c. Rank(s) of internal SMEs for appeals review

- V. Reading Lists
 - a. Posted on CSC Website only
 - b. Anticipated date for new contract
 - c. Will work with Fire to ensure most up-to-date sources (cutoff date May 1)
 - d. May scheduled CSC website update
 - Reading List
 - Lieutenant & Captain
 - Battalion Chief
 - Deputy Chief
 - All ranks

- VI. Information to Candidates

- VII. Fire Lieutenant and Captain Exams
 - a. Important Dates
 - b. Alternative Test Date Accommodations – None for Examinations, Limited for Appeals and Paper Inspections
 - c. Appeals (to the key) and Paper Inspections (to verify correct calculations)
 - d. Hurdle after MC both ranks *and* Tactical for Fire Lieutenant
 - e. Video review – after Eligible List is established

VIII. Fire Battalion Chief and Fire Deputy Chief

- a. Important Dates
- b. Deputy Chief Exam – 1 Tactical Exercise and 1 Oral Board Exercise
- c. Deputy Chief Exam – 3 Assessors

IX. 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, CIFA representative, and Local 67

X. Any Concerns from Union/Department/Division

2025 FIRE LIEUTENANT PROMOTIONAL EXAM READING LIST

Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual*	X		X
3.	IAFF Contract Effective 11/01/20 – 10/31/23*	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	X	
6.	Truck Company Operations: A Manual for the CFD Firefighter Revised 08/30/21*	X	X	
7.	High-Rise Company Operations: A Manual for the CFD Firefighter Revised 01/11/22*	X	X	
8.	Saving Our Own: A Manual for the CFD Firefighter Revised 10/04/20	X	X	
<p>*The internal sources have been edited, omitting limited sections. When preparing for the examination only use the version of the sources provided on the Civil Service Commission’s Website. Please check your email for the password to access these materials.</p>				

External Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	<p><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</p>	X	X	
2.	<p><u>Step Up and Lead</u> Frank Viscuso; Fire Engineering Books & Videos(March 25, 2013) ISBN-13: 978-1593703080 Available at https://fireengineeringbooks.com/ www.amazon.com</p>			X
<p>IMPORTANT:</p> <p>1) When ordering books, be sure to utilize the ISBN number.</p> <p>2) Any of the listed source materials may be referenced by candidates during the preparation period of the Oral Board phase. All other exam phases are closed book. Personal electronic sources will <u>not</u> be permitted for use during exams.</p>				

2025 FIRE CAPTAIN PROMOTIONAL EXAM READING LIST

Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual*	X		X
3.	IAFF Contract Effective 11/01/20 – 10/31/23*	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	X	
6.	Truck Company Operations: A Manual for the CFD Firefighter Revised 08/30/21*	X	X	
7.	High-Rise Company Operations: A Manual for the CFD Firefighter Revised 01/11/22*	X	X	
8.	Saving Our Own: A Manual for the CFD Firefighter Revised 10/04/20*	X	X	
<p>*The internal sources have been edited, omitting limited sections. When preparing for the examination only use the version of the sources provided on the Civil Service Commission’s Website. Please check your email for the password to access these materials.</p>				

External Sources		May be tested on the following phase(s):		
		Multiple-Choice	Tactical Exercise	Oral Board
1.	<p><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</p>	X	X	
2.	<p><u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.amazon.com, www.barnesandnoble.com</p>	X	X	
3.	<p><u>Step Up and Lead</u> Frank Viscuso; Fire Engineering Books & Videos(March 25, 2013) ISBN-13: 978-1593703080 Available at https://fireengineeringbooks.com/ www.amazon.com</p>			X
<p>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 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>				

2025 FIRE BATTALION CHIEF PROMOTIONAL READING LIST

Internal Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual	X		X
3.	IAFF Contract Effective 11/01/20 – 10/31/23*	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	
<p>*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. Please check your email for the password to access these materials.</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 , www.barnesandnoble.com		X	
2.	<u>Fire Department Incident Safety Officer 3rd Edition</u> David Dodson; Jones & Bartlett Learning (2015) ISBN-13: 978-1284041958 Available at: www.amazon.com , www.barnesandnoble.com	X	X	
3.	<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	
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>				

2025 FIRE DEPUTY CHIEF PROMOTIONAL READING LIST

Internal Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual*	X		X
3.	IAFF Contract Effective 11/01/20 – 10/31/23*	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. Please check your email for the password to access these materials.</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 , www.barnesandnoble.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.amazon.com , www.barnesandnoble.com		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.

2025 Fire Lieutenant and Fire Captain Exams

Important Dates

Events	2024
Reading List Posted	May 1
Application Filing	Sept. 23 to Oct 4
Information Sessions	By September 23
Reading List Update with Oral Board Videos	By September 23
2025	
Test Admission Notices Sent	By December 31
Multiple-Choice Exams Fire Lieutenant and Fire Captain	January 14
Fire Lieutenant Tactical Exam	January 14
Multiple-Choice Appeals Fire Lieutenant and Fire Captain	Jan. 15, 16, and 17
Fire Lieutenant Tactical Appeals	Jan. 15, 16, and 17
Multiple-Choice Paper Inspection Fire Lieutenant and Fire Captain	Feb. 5, 6, and 7
Fire Lieutenant Multiple-Choice and Fire Captain Multiple-Choice Results Fire Captain Tactical Admission Notices Sent	Feb. 25
Fire Lieutenant Tactical Paper Inspection	Mar. 3, 4, and 5
Fire Captain Tactical Exam	March 11
Fire Lieutenant Tactical Results and Fire Lieutenant Oral Board Admission Notices Sent	By March 12
Fire Captain Tactical Appeals	March 12, 13, and 14

The Jan 14 date may change due to availability of an outside venue.

Fire Captain Oral Board Admission Notices	March 24
Fire Lieutenant Oral Board	March 26
Fire Captain Oral Board	April 14
Tentative Results Fire Lieutenant and Fire Captain	May 5
Oral Board Paper Inspection Fire Lieutenant and Fire Captain Tactical Paper Inspection Fire Captain	May 7, 8, and 9
Final Result Notices Fire Lieutenant and Fire Captain	May 15
Lists Established Fire Lieutenant and Fire Captain	May 16
Oral Board Video Review Fire Lieutenant and Fire Captain	June 11, 12, and 13

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

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.