

Promotional Prep

Fire Service Promotional Test Preparation

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Perfect Score Program Chief Officer - Supervisory:

Over the years we have responded to your phone calls and e-mails continually asking for more. With our student base now extending from New Jersey to Hawaii, we have added a new series of on-line programs designed to get you the "perfect score" on your promotional assessment exam. To add to the success of our Home Study programs, the staff at Promotional Prep has designed a new series of exercises and guides to use from the comfort of your computer or phone. Each of our Perfect Score programs is designed to measure the knowledge, skills, and abilities (KSA's) you should expect on your promotional exam. Based on the years of experience our team has gained from tutoring candidates, new and enhanced information from our seminars and textbooks has now been designed into our web site as easy-to-use exercises and guides. Shy of our attending one of our seminars, this is the next best thing!

The Supervisory program is designed to assess your KSA's in your supervisory responsibilities as a Chief Officer. The enclosed format and scenarios will provide you with a thorough understanding of how to prepare and answer a Supervisory exercise for the rank of Chief Officer. Good Luck.

The Staff @ Promotional Prep

Home Study Chief Officer Supervisory Program

This Supervisory program is designed to assist Chief Officer's develop an organized approach to answering questions related to employee performance. The answer keys included in each scenario allows the student to follow the Supervisory format.

This Home Study Program consists of a Supervisory outline, Supervisory format and three scenarios.

- 1. Supervisory Format*
- 2. Exercise #1 - Improper performance of duty*
- 3. Exercise #2 - Conflict with civilian*
- 4. Exercise #3- Hostile work environment*

General Supervisory Format

I.D Problem/Problems-Critical read the scenario. Use highlighter and/or underline the problem or problems and all related information.

Immediately Stop or Correct Action- If witness to dangerous, unsafe acts or serious misconduct immediately stop or correct action.

Fact Finding (depending on scenario consider)

- Review personnel files
- Speak to past supervisors
- Speak with colleagues and co workers
- Interview witnesses
- Utilize reference sources
 - Review SOPs – for rules violations, improperly performing
 - Legal Advice- for harassment, hostile work environment
 - Human Resources- personnel issues
 - Health Department-health related issues

Meeting

- Put personnel at ease/Accentuate positive
- Explain reason for meeting
- Get their side of story
- Explain necessity of compliance/Why action was inappropriate
 - Site where applicable-Safety, Rules & Regulations, Civil Law , Morale, Operational Efficiency
- Explain appropriate behavior/clarify expectations
- Develop solution together (possibilities include any 1 or combination of following:
 - **Training**, Education, Review SOPs,
 - Scenario driven/provide resources
 - Progressive **Discipline** (for violation of rules)
 - Due Process-Incl. union rep & right to appeal
 - **Counseling**- EAP, CISD (for personal problems, mental health)

D Document-Record the meeting

A Accountable- Hold member/members accountable for improvement in behavior

M Monitor- Observe future behavior

F Follow up – Schedule follow up meeting

O Open door- Inform member/members of open door policy

C Confidential- Assure member/members issues personal kept confidential

C Inform Chief of your actions – Written report findings and recommendations

1. Not properly performing duty-Answer Key

You have been assigned to replace a chief who was reassigned to a staff position. One of the Captains under your new command has an excellent reputation as a hard worker on the fire ground however he often does things his way and not in accordance with departmental protocol and policy. His most recent monthly training reports were never submitted.

How do you handle this situation?

- **Review personnel file**
- **Inquire with past BC**
- **Meet with Captain**
- **Accentuate excellent reputation**
- **State purpose of meeting**
 - Doing things his way/violating policy and protocol
 - Monthly training reports
- **Get his side of story**
 - Violating policy
 - Monthly training reports
- **Explain why behavior unacceptable**
 - Violating policy and protocol
 - Safety/Efficiency
 - Rules and regs
 - Monthly training reports
 - Training/ Safety concern
 - Violation of Rules and regs
- **State expected behavior/ encourage input**
 - Adherence to departmental policy and SOPs
 - Timely filing of reports
- **Solution/Fix problem**
 - Training!! Review of SOPs/clarify my expectations
 - Company drills within battalion
 - Review with officer and all other officers under command sops/protocol and expectations
 - Progressive discipline- If knowingly remiss. Issue Oral Reprimand-
 - Assure due process-
- **Document**
- **Accountable for future compliance**
- **Monitor**
- **Follow up**
- **Open door**
- **Confidential**
- **Chief Notified**

2. Conflict with civilian - answer key

You are attending a high rise training evolution being conducted by your department. In attendance are representatives of the fire department and building personnel. The fire safety warden is unsure and unfamiliar with the operation of the buildings alarm panel. One of the officers under your command becomes irate over his uncertainty and proceeds to speak disrespectful to the fire safety warden. The warden is visibly upset but the officer continues to insult and berate him for his lack of knowledge. How do you fully address this situation?

Immediately

- Stop the officer
- Order him to return to quarters
- Apologize for his rude behavior
- Assure the warden you will address the officers rude behavior

Fact Finding - Information before the meeting

- Review files of Officer/ determine if any prior incidents
- Speak with past supervisors

Meeting with Officer

- Put at ease/Accentuate Positive
- Explain the reason for the meeting
 - Acted disrespectful to fire warden
- Get his side of story
- Explain why behavior is inappropriate
 - Conduct unbecoming fire officer, rude, unprofessional
- Review your expectations/ appropriate behavior
 - Dealing with public be respectful, professional, courteous
- Develop solutions together
 - Sensitivity training
 - Officer to apologize to the warden
 - Progressive discipline/ written reprimand
 - Afford due process, union representation, right to appeal
 - Probe to determine if personal issue is cause for uncharacteristic behavior
 - If so offer EAP
- Document-Record the meeting
- Accountable- Hold member accountable for future behavior
- Monitor- Monitor his future behavior
- Follow up- Schedule follow up meeting with officer
 - Follow up with warden
 - To inform of actions taken
 - To assure he has received proper training
- Open Door- Inform officer of your open door policy
- Confidential- Assure officer that personal issues will be kept confidential
- Chief informed- Keep my chief informed with written report of findings and recommendations. Among recommendations:
 - Develop a uniform policy on professional and courteous public interaction

3. Hostile work environment - answer key

On September 1, members of Engine 19 and Ladder 8 under are watching the evening news. The captain of engine 19 makes a racial slur in front of the Captain of Ladder 8 who is a minority firefighter. An argument between the two ensues and subsequently turns into a shoving match between the two that is quickly broken up by the firefighters in the house. The COD is aware of the incident and wants you to address this situation.

Question 1. What information / steps would you take to conduct an investigation?

- Review files of both Captains
- Interview all members present
- Have both Captains submit report on incident
- Review SOP's / policy on "Harassment"
- Review training/education records
 - Determine if involved have had harassment education
- Consult with legal department
 - To assure proper procedure
 - To assure rights of both members are
- Consult with Human Resources
- Consult with union
 - To assure fair / thorough investigation
 - Assure due process
- Other applicable responses
 - EEOC
 - Civil rights commission

Question 2. After gathering all necessary facts what actions will you take?

- Meet with both Captains individually
- Assure third party present as witness and for legal
- Set them at ease
- Purpose of meeting (Present the facts)
- Explain why the behavior is unacceptable
 - Racial slurs constitute hostile work environment
 - Violation of department rules
 - Violation of city, state, federal law
 - Fighting
 - Serious violation of departmental rules
- State expected behavior/ Clarify expectations
- Develop solutions together

Captain of Engine 19

- Sensitivity training
- Harassment in workplace training in coordination with human resources
- Progressive Discipline (2 issues)
 - If knowingly /willingly violated rights of Captain Jones
 - Fighting
 - Assure due process, union rep, right to appeal
- Offer EAP if personal issues are causing behavior

Captain of Ladder 8

- Show him Empathy understanding and support
 - Clarify what actions he expects to be taken
- Assure him incident will be thoroughly investigated
- Offer EAP counseling
- Progressive discipline fighting
 - Due process

Assure both members can work together/If not consider

- Transfer

Document – All meetings and interviews

Accountable- Hold both members accountable for their future behavior

Monitor- Future actions /activities to assure compliance and compatibility in workplace

Follow Up- with both members

Open door policy-Assure both members of open door policy

Confidential- Re assure that all personal issues will be kept confidential

Chief- Keep Chief informed with written report of findings and recommendations incl.

Review and training of workplace harassment policy for all members citywide

Question 3. Discuss the steps of due process*

- Provide clear notice of allegations
- Assure that accuse employee can prepare for a defense
- Employee can present his/her side of the story
- Employee has right to legal representation
- Record is made of hearing
- Decisions should be made based on evidence/ not on circumstances or actions unrelated to incident
- Discipline should be proportionate to the offense
- Facts, conclusions reached and actions taken should be presented to employee in writing

*From “Fire Chiefs Handbook 7thEdition”

For an in depth look into the oral assessment process we highly recommend Michael Terpak’s “Assessment Center Strategy and Tactics”. For a more detailed explanation on the subject areas of supervisory principles we recommend reading Michael Terpak’s and Frank Montagne’s “Assessment Center Management and Supervision”. Both texts available at Promotionalprep.com.