

Deputy Fire Chief



2016

Orientation Guide

TABLE OF CONTENTS

I. INTRODUCTION	1
II. DESCRIPTION OF THE EXAMINATION.....	1
A. TEST DATE.....	1
B. TEST SECURITY AND CANDIDATE PLEDGE.....	1
C. ADMINISTRATIVE LOGISTICS	2
D. DESCRIPTION OF TEST FORMAT.....	3
E. TEST CONTENT AREAS	3
F. EXAMINATION SCORING	4
G. SENIORITY SCORE	5
H. FINAL SCORE	6
I. ADDITIONAL INFORMATION	6
III. CANDIDATE PREPARATION.....	7
A. READING/REFERENCE LIST	7
B. HELPFUL HINTS	7
IV. CIVIL SERVICE COMMISSION POLICIES.....	9
A. EXAMINATION MAKE UP POLICY	9
B. ADA ACCOMODATIONS.....	9
C. POST EXAMINATION REVIEW POLICY	10
D. EXAMINATION CANCELLATION POLICY	10
E. STUDY GROUPS	10
V. CONCLUSION.....	10
VI. SAMPLE EXERCISES	11
A. INCIDENT COMMAND - NON-FIRE INCIDENT	11
B. SUPERVISION	13
C. ADMINISTRATION.....	14
D. INCIDENT COMMAND - FIRE INCIDENT	15

Though this guide will remain on our website between test administrations, always check back on the date of a new announcement (December 1) for any changes specific to the new testing cycle.

I. INTRODUCTION

The New Jersey Civil Service Commission has prepared this orientation guide to give you a general understanding of the testing process and answer some of your questions about how to prepare for the examination. For specific information regarding the current testing cycle, which includes the most recent test announcement for the Deputy Fire Chief exam, please check the Civil Service Commission's website when the announcements are made.

II. DESCRIPTION OF THE EXAMINATION

A. TEST DATE

The test is tentatively scheduled for May 2016. Approximately two weeks before the test date, candidates will receive a notice in the mail that shows the date, time, location and room to which they should report for their examination. Candidates are to bring the Notification Card, two forms of identification and two pencils to the Examination Center. Pens and highlighters are optional. One of the forms of identification **must** include a photograph. Candidates will not be permitted to bring this Orientation Guide into the Examination Center. Candidates should map out a route in advance of the examination date and plan to arrive at the Examination Center early because no one will be admitted late.

B. TEST SECURITY AND CANDIDATE PLEDGE

All candidates will be required to sign a pledge form at the examination center. The pledge will state that candidates will not discuss the content of this examination with any other person or study group, they understand the current examination will be administered over different days, and they will not discuss this examination with any previously processed candidate or potential make-up candidate prior to the examination. No one is permitted to make copies or notes of exam materials during the administration of the examination.

With the threat of high-tech cheating on the rise, **possession** of personal communication devices such as cell phones, blackberries, pagers/beepers, photographic equipment, MP3 players, or other similar electronic communication devices is prohibited at test centers. Candidates who are seen with these devices in the test center, even in a power-off mode, will be disqualified and dismissed immediately. The device may also be confiscated to ensure that an attempt was not made to compromise the testing process.

In addition, brief cases and other personal items must also be left outside of the test center. Upon release from the assessment center, candidates must leave the testing premises so that other candidates (still involved in the testing) will not be disturbed/distracted by outside conversations. Failure to obey the rules and instruction before, during, or after the examination may result in a candidate's disqualification from the examination.

C. ADMINISTRATIVE LOGISTICS

The examination will be held at a central location. Candidates are advised to arrive at least 15 minutes prior to the scheduled time to ensure that all necessary administrative procedures can be conducted prior to the scheduled start time.

Candidates must bring the Notification Card, two forms of identification and two pencils to the Examination Center. Pens and highlighters are optional. One of the forms of identification must include a photograph. Candidates will not be permitted to bring this Orientation guide into the Examination Center. Candidates should map out a route in advance of the examination date and plan to arrive at the Examination Center early because **no one will be admitted late.**

Candidates will most likely be sequestered either before actually taking the examination or right after they have taken it. This is done to eliminate interaction between candidates who have taken the exam with candidates who have not.

Candidates will be given test materials for the first three scenarios (Incident Command: Non-Fire, Supervision, and Administration) in the first preparation room. Candidates will have 55 minutes total to review and prepare for these three scenarios (not 55 minutes for each individual scenario). There will be **NO** separate time periods or time warnings given in the first preparation room and candidates will have to budget their time accordingly in order to review and prepare for all three scenarios. Once the first preparation period is over, each candidate will be escorted to three different test rooms in sequence, where they will give their responses to each of the first three scenarios.

Once candidates have completed their response the third scenario, they will be escorted to a second preparation room, where they will be given materials for the Incident Command: Fire scenario. Candidates will have 10 minutes to review and prepare for this scenario. Once this preparation period is over, candidates will be escorted to a fourth room, where they will give their response to the Incident Command: Fire scenario.

Candidates will be permitted to take notes on the test materials or on paper provided during the preparation periods and may use the notes while participating in the actual exercises. Candidates should be aware, however, that any notes prepared or used during the exercises will not be considered by the assessors when making evaluations. In fact, such notes will be collected and secured following each exercise to ensure that they cannot be made available to candidates who have not yet participated in the assessment center.

Candidates will have approximately 10 minutes of response time for each of the four scenarios.

Once candidates have completed all four scenarios, morning session candidates will be directed to a sequestering room, while afternoon session candidates will be allowed to leave the building.

D. DESCRIPTION OF TEST FORMAT

An Assessment Center is an integrated system of exercises designed to generate behaviors similar to those required for success in a target job. These behaviors are measured in simulations that are similar to those activities performed in a given job. Each activity mirrors a different aspect of the job. Performance in these activities is observed by evaluators who are trained to be fair and objective. They compare each participant's performance to predetermined performance guidelines to determine who will perform effectively in a particular job.

The New Jersey Civil Service Commission, Division of Selection Services, utilizes a number of Assessment Center features in its Fire Promotional Assessment process. This methodology is known to be a reliable and valid predictor of job success. For practical reasons, fire departments cannot promote everyone who is eligible for advancement and then see how they perform before making a final selection decision. The next best approach, however, is to give eligible candidates a chance to try activities that closely resemble the target job.

A distinct examination has been developed for the title, Deputy Fire Chief. The examination will consist of four scenario-based oral exercises. Each scenario was developed to simulate tasks and assess knowledge, skills, and abilities that incumbents or supervisors of incumbents deemed important to job performance.

E. TEST CONTENT AREAS

The scenario-based oral exercises will cover five topic areas:

1. Incident Command: Non-Fire
2. Supervision
3. Administration
4. Incident Command: Fire
5. Oral Communication

Candidates will be asked to respond to scenarios covering the first four topic areas. The fifth topic area, Oral Communication, will be scored concurrently with the other four topic areas and its total weight will be divided among them. Sample scenarios are located at the end of this guide, so that candidates may become familiar with some of the types of materials and response formats that they will encounter. The actual test materials will be different from those presented in this guide. These scenarios are merely illustrative of the kinds of scenarios that may be encountered.

F. EXAMINATION SCORING

The scoring criteria have been determined, prior to the examination administration date, by a panel of Subject Matter Experts using generally accepted fire command, fire fighting practices and reference materials. Scoring decisions are based on Subject Matter Expert-approved courses of action that must be taken to resolve the situations that are presented. Only those oral responses that depict relevant behaviors that are observable and can be quantified will be assessed in the scoring process.

All candidates will be permitted to participate in each of the four oral exercises. The scores for each topic area will be standardized, weighted, and combined to formulate each candidate's overall examination score. Exercise weights for the overall examination score are:

Topic Area	Weight
Incident Command: Non-Fire	24.42%
Supervision	14.17%
Administration	11.81%
Incident Command: Fire	36.98%
Oral Communication*	12.62%

* The weight for Oral Communication will be divided equally among the four topic areas. Therefore, each scenario's oral communication weight will be 3.15% ($12.62 / 4 = 3.155$).

G. SENIORITY SCORE

To a base score of 70.000, one point is added for each year of eligible service up to a maximum of 15. The maximum score for the length of service component is 85.000.

Ten additional points are given for record of service. The record of service component is reduced by disciplinary suspensions occurring within five years of the closing date, by the following rules:

.0025 times the number of days suspended, up to three years from the closing date, and

.00125 times the number of days suspended, from 3 years to 5 years from the closing date.

The maximum possible seniority score is 95.000.

EXAMPLE: DEPUTY FIRE CHIEF PROMOTIONAL EXAMINATION

Battalion Fire Chief Brown was made permanent in the Battalion Fire Chief title on March 22, 1996.

The closing date for the Battalion Fire Chief announcement was September 30, 2004.

Brown was suspended for 3 days in 2002, and 2 days in 2000.

a.	3-22-96	Date of regular appointment
b.	9-30-04	Closing date of announcement
c.	8 years, 6 months, 8 days	Time from a - b
d.	8 years, 6 months, 3 days	Minus 5 suspension days
e.	No reduction for layoffs or leaves of absences	
f.	70.000	Base seniority
g.	8 years = 8.000	Points for seniority based on years
	183 days = 0.501	Months converted to days (1 day = .0027397)
	8.501	Subtotal
h.	78.501	Subtotal f + g = length of service component
i.	10.000	Added for record of service
j.	0.0075	3 days suspended within the last 3 years times 0.0025
k.	0.0025	2 days suspended over 3 years up to 5 years times 0.00125
l.	9.990	i - (j + k) = record of service component
m.	88.491	(h + l) = Brown's total seniority score

H. FINAL SCORE

A candidate's final score (and rank) on a New Jersey Civil Service Commission Police & Fire promotional list consists of two weighted parts: the test score and the seniority score.

The seniority score combines two elements. The first, seniority, is the time from the permanent appointment date (of the eligible title) to the closing date of the announcement, minus the time spent on suspensions, layoffs and regular leaves of absence without pay other than military, educational, gubernatorial appointments, personal, sick, disability, family, voluntary furlough, furlough extensions, and to fill elective office (day for day deduction from length of service). The second element, record of service, adds a maximum of ten points to the seniority score. The ten points are reduced by disciplinary suspensions up to five years from the closing date.

All scores are standardized and only candidates with passing oral exam scores will have their overall test score weighted 70% and seniority score weighted 30% in determining the final score. Seniority is combined with the test score to produce the final average score. Candidates are ranked on the promotional list according to their final average score. Candidates should note that the promotional list is conditional pending finalization of the appeal process.

I. ADDITIONAL INFORMATION

Unless otherwise stated in the scenario description, the following response levels and apparatus staffing will be standard for all scenarios throughout the examination.

RESPONSE LEVELS

Initial Response:	2 Engines 1 Ladder Truck 1 Battalion Chief
2nd Alarm:	2 Additional Engines 1 Additional Ladder 1 Battalion Chief
3rd Alarm:	2 Additional Engines 1 Additional Ladder 1 Battalion Chief

APPARATUS STAFFING

Engine:	1 First or Second Level Officer, 3 Firefighters
Ladder:	1 First or Second Level Officer, 3 Firefighters
EMS (Ambulance):	2 Emergency Medical Technicians

RESOURCES

Multi-channel radio capabilities
Immediate subordinate officers are Battalion Chiefs

III. CANDIDATE PREPARATION

A. READING/ REFERENCE LIST

- 1. The Fire Chief's Handbook, 7th Edition (2015)**
Edited by Richard A. Marinucci;
Publisher: PennWell - (800) 752-9764
- 2. Fire Officer's Handbook of Tactics, 4th Edition (2012)**
by John Norman;
Publisher: PennWell - (800) 752-9764
- 3. Safety and Survival on the Fireground, 2nd Edition (2015)**
by Vincent Dunn;
Publisher: PennWell - (800) 752-9764
- 4. Managing Fire and Emergency Services (2012)**
Edited by Adam K. Thiel & Charles R. Jennings;
Publisher: International City/Council Management Association – (770) 280-4171
- 5. Hazardous Materials: Managing the Incident, 4th Edition (2014)**
by Gregory G. Noll, Michael S. Hildebrand, Glen Rudner & Rob Schnepf;
Publisher: Jones & Bartlett Learning - (800) 832-0034
- 6. Brannigan's Building Construction for the Fire Service, 5th Edition (2015)**
by Francis L. Brannigan and Glenn P. Corbett;
Publisher: Jones & Bartlett Learning - (800) 832-0034

*Please note that the Civil Service Commission intends to use the book list on a limited basis to develop test items. More specifically, while the justification for correct responses may be drawn from materials on the reading list, it is not limited to that material. Justification may also be based on the collective Fire Service experience of Subject Matter Experts. When justification is based on experience, care is taken to ensure that correct answers do not conflict with the sources on the reading list. **Although, the CSC suggests that candidates review the reading/reference list, preparation for the examination should not be restricted to the above reading/reference list. Since the test items will require open-ended responses, candidates will also have to rely on the application of knowledge and the application of administrative and supervisory principles.***

B. HELPFUL HINTS

The purpose of the assessment center is to evaluate the knowledge, skills, and abilities required to perform important work-related tasks. Because we want to evaluate these characteristics as directly as possible, without having other factors such as “test wiseness” get in the way, we are offering the following suggestions.

Skim Through All Exercise Materials at Least Once Before Starting to Prepare Your Responses - You should carefully read through the instructions and exercise materials before starting to prepare your responses. If you don't, you may respond based on partial information.

Underline or Make Notes About the Materials That You Receive -- You will receive information concerning each scenario or problem. You should underline the issues that you think are important so that you can address them during the exercises.

Allocate Your Time Wisely -- You will need to plan out how much time you want to spend on each area of your presentation, or on the issues that you want to discuss and resolve. You should keep track of the time so that you can cover all of the areas you intended to cover. You should wear a watch to keep track of your time. The assessors will only tell you when to start and stop; they will not tell you how much time you have left.

Keep Calm If You Do Not Know How to Approach a Problem or Situation -- You may think of additional comments to make as the situation progresses.

Use Extra Time Wisely -- You may want to use the extra time to go back and clarify any responses that you think may not have been clearly stated, or to summarize the key points addressed.

Try Your Best – The exercises are designed to be difficult. Perfection is not expected. Your overall evaluation is based on your performance on each exercise. Even if you feel as though you did poorly on one exercise, continue to try to do your best on the remaining exercises.

The Exercises Are Set In A Hypothetical Fire Department – This is done intentionally so as not to give an advantage to someone with a particular work background. Do not make assumptions about the hypothetical fire department or town. Take action and make decisions based on only the information that will be supplied to you.

Tricks and Techniques - Some candidates believe that by learning a collection of tricks and techniques they can guarantee a better examination score. Candidates are coached on how to project a favorable façade (to smile, be courteous, wear certain clothes, et cetera). They may rely on this to hide deficiencies in performance. Some candidates are taught that certain exercises have specific “tricks” associated with them. These tricks may consist of anything from techniques for organizing information, to statements and actions that should be done to get better scores. Developing strategies for how to attack a problem is a good test taking technique, in that an organized approach is better than a disorganized approach or no approach at all. Predetermined strategies are fine as a starting point, but cannot take the place of true problem-solving skills or the critical thinking that can be applied to changing circumstances and demands, either in simulation exercises or in real-world events.

“Tricks and techniques” will only take a candidate so far. Tricks and techniques are not part of the scoring criteria. More importantly, tricks and techniques are poor substitutes for developing skills in supervision and management areas.

The question of how to best prepare as a candidate basically comes down to one question: “Is your focus going to be the learning of tricks and techniques, or are you, the candidate, going to

work on actively preparing yourself for the position being tested?” There appears to be no substitute for the hard work and persistence required to advance one’s skill and knowledge levels.

IV. CIVIL SERVICE COMMISSION POLICIES

A. EXAMINATION MAKE-UP POLICY

Pursuant to N.J.A.C. 4A:4-2.9, make-up examinations for public safety promotional examinations may be authorized only in cases of:

- I. Error by the Civil Service Commission or appointing authority.
- II. Death in the candidate’s immediate family as evidenced by a copy of the death certificate; or
- III. Catastrophic injury or illness requiring an extended convalescent period provided the candidate submits a doctor’s certification containing a diagnosis and a statement clearly showing that the candidate’s physical condition precluded his or her participation in the examination, as well as documentation from the candidate’s employer noting the candidate’s related leave from work.
- IV. Military leave, which will be handled as stated in N.J.A.C. 4A:4-2.9(c).
- V. Exoneration from pending disciplinary or criminal charges will be handled as stated in N.J.A.C. 4A:4-2.9(d).

Make-up requests must be submitted in writing, with supporting documentation, to: NJCSC Make-Up Exam Unit, P.O. Box 310, Trenton, NJ 08625-0310 within 5 days upon receipt of your Notification Card.

NOTE: All requests for medical make-up examinations must be accompanied by a detailed letter from your treating physician explaining in layman’s terms why you are unable to participate in the exam, as well as the Civil Service Commission’s Medical Authorization for Make-up Examination form (DPF-728), completed by your treating physician. The Medical Authorization for Make-up Examination form can be obtained through the Make-up Unit or by clicking [HERE](#).

B. ADA ACCOMODATIONS

Candidates who require special assistance or ADA accommodations for this exam must check Box 8 on the front of your application, regardless of whether or not you’ve previously been approved for accommodations with the CSC in the past. Candidates who are indicating a need for accommodations for the first time will subsequently be contacted with further instructions.

Upon receipt of your exam notice with the test date, time, and location information, candidates who are already on file with CSC as being approved for accommodations must contact Marty Berrien at (609) 292-4144, extension 199-1001, in order to discuss the specifics of your accommodation needs for this exam.

C. POST EXAMINATION REVIEW POLICY

A detailed review policy will be provided at the examination center. Subsequent to the date of the examination, candidates who participated in the oral assessment process will be provided the opportunity to review their examination scores upon receipt of an **INELIGIBILITY/ELIGIBILITY NOTICE**.

D. EXAMINATION CANCELLATION POLICY

In the event that circumstances force cancellation of the examination administration, the Civil Service Commission (CSC) will attempt to contact the department heads, as soon as that decision has been made. In the case of inclement weather, candidates may call CSC's Information Center to find out the status of the examination or listen to their local radio station for further information. The number for the Civil Service Commission's Information Center is (609) 292-4144.

E. STUDY GROUPS

No "study group" has been involved in the development or review of Civil Service Commission examinations and, at no time has any examination material been provided to such groups. Finally, the Civil Service Commission is not responsible for any claims made by "study groups" or the manner in which they represent themselves for advertisement purposes.

V. CONCLUSION

This orientation guide represents an attempt to familiarize candidates with all aspects of the examination, including test materials, logistics, and evaluation approach; as well as to provide some suggestions for preparation. The suggestions here are not exhaustive – we encourage candidates to engage in whatever additional preparation strategies they believe will enhance their chances of performing effectively on the exam and on the job. We hope that this Orientation Guide has been beneficial to you. Good Luck!

VI. SAMPLE EXERCISES

NEW JERSEY CIVIL SERVICE COMMISSION DEPUTY FIRE CHIEF EXAMINATION

Incident Command: Non-Fire – Form A

You are a recently promoted Deputy Fire Chief. It is 1750 hours on a weekday. There is little to no wind and the temperature is 60 degrees Fahrenheit. You are responding to a call of a reported local electrical utility employee, who is trapped in an electrical underground vault 20 feet below grade near the intersection of Avenue A and Main Street. The only access to the victim is through a narrow manhole in the street.

The incident is taking place in a residential neighborhood and the intersection is surrounded by row homes. There is heavy vehicle traffic in the area and there are many pedestrians in the immediate area of the manhole and they are shouting down to the victim.

You arrive at the scene with the first alarm assignment and the responding Battalion Fire Chief. The electrical supervisor meets you and confirms that one of his employees is trapped in a confined space below grade and he thinks power to the underground electrical vault is still on.

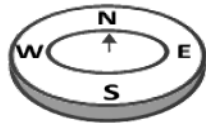
Based on the text, The Fire Chief's Handbook, and your experience, answer the following question:

Question 1: What specific actions should you take to fully address this incident?

In responding to this question, be as specific as possible. Do not assume or take for granted that general actions will contribute to your score.


Please note that you must answer the question within the 10 minute response period.

Deputy Fire Chief Exam
Overhead View
IC: Non-Fire - Form A
Diagram 1 of 1



Wind:
Little to
no wind

Temperature:
60 degrees
Fahrenheit

Symbols:
 Onlooker

 Barricade
 Manhole



**NEW JERSEY CIVIL SERVICE COMMISSION
DEPUTY FIRE CHIEF EXAMINATION**

Supervision – Form A

You have recently been appointed Deputy Fire Chief of the Department. Three Fire Captains come to your office and tell you that the Battalion Fire Chief is not performing up to departmental standards. Specifically, they claim that his actions on the emergency scene are in direct contrast to accepted safety standards. On some incidents he utilizes the ICS and on others he does not. He is taking leave from the job on a more frequent basis than he has in the past. He calls for more help than is needed on minor incidents and underestimates the resources needed for major emergencies. He never requests the Deputy Fire Chief to respond to major incidents. They claim their shift has become the laughing stock of the department.

Based on your own experience and the text, Management in the Fire Service, answer the following questions:

Question 1: What questions would you need to ask to determine the Battalion Chief's competency level as a supervisor?

Question 2: In addition, utilize your experience and knowledge to explain how you would resolve this problem.

In responding to the questions, be as specific as possible. Do not assume or take for granted that general actions will contribute to your score.

Please note that you must answer ALL the questions within the 10 minute response period.

**NEW JERSEY CIVIL SERVICE COMMISSION
DEPUTY FIRE CHIEF EXAMINATION**

Administration – Form A

As a newly appointed Deputy Fire Chief of your department, you are involved in the basic steps of fire protection management. Your municipality has begun to undergo major revitalization. A new sports arena has recently been built, as well as new commercial and residential tracts. As part of the planning process, you need to establish the levels of service risk to the new development that meet the needs and expectations of the community and the Fire Department. You also need to identify the options and opportunities for controlling fire loss and cost within the public and private sectors, and to define the fire protection standards that can serve as management criteria.

Based on your own experience and the text, Management in the Fire Service, answer the following questions:

Question 1: State the primary or fundamental planning activities.

Question 2: How do they apply to this current situation?

In responding to the questions, be as specific as possible. Do not assume or take for granted that general actions will contribute to your score.

Please note that you must answer ALL the questions within the 10 minute response period.

**NEW JERSEY CIVIL SERVICE COMMISSION
DEPUTY FIRE CHIEF EXAMINATION**

Incident Command: Fire – Form A

You are a newly appointed Deputy Fire Chief. It is a clear, sunny day with a temperature of 55 degrees Fahrenheit and the winds are blowing from the east to the west at 10-15 mph. At 1755 hours on a Monday night, you receive a report of a basement fire at 55 Diagon Way with people trapped on the second floor. Due to the danger of the occupancy and the report of trapped victims, you decide to respond.

55 Diagon Way is a two-story taxpayer of wood-frame construction. The building measures 30 feet by 70 feet. There is a hardware store occupying the first floor and two front and two rear residential units on the second floor. The rear residential units share a common stairwell with the basement. Side A faces Diagon Way. The Side B exposure is a similarly constructed building. The Side C exposure is an attached residential home. Side D faces a 20-foot alleyway which leads to a parking lot. Beyond the alleyway on Side D is a former bank that has since been converted to a barber shop.

You are the first to arrive and observe smoke emanating from the rear of the building and the Side D door. The owner of the hardware store informs you that while working in the basement, the gas meter which is located under the rear common stairwell, was heavily damaged. In trying to repair it himself, he inadvertently caused the fire.

Based on the texts, Fire Officer's Handbook of Tactics, The Fire Chief's Handbook, and your experience, answer the following questions:

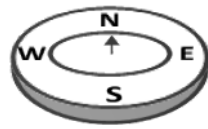
Question 1: What actions should you take to fully address this incident?

Question 2: What are the key, specific elements in your incident action plan?

In responding to the questions, be as specific as possible. Do not assume or take for granted that general actions will contribute to your score.

Please note that you must answer ALL the questions within the 10 minute response period.

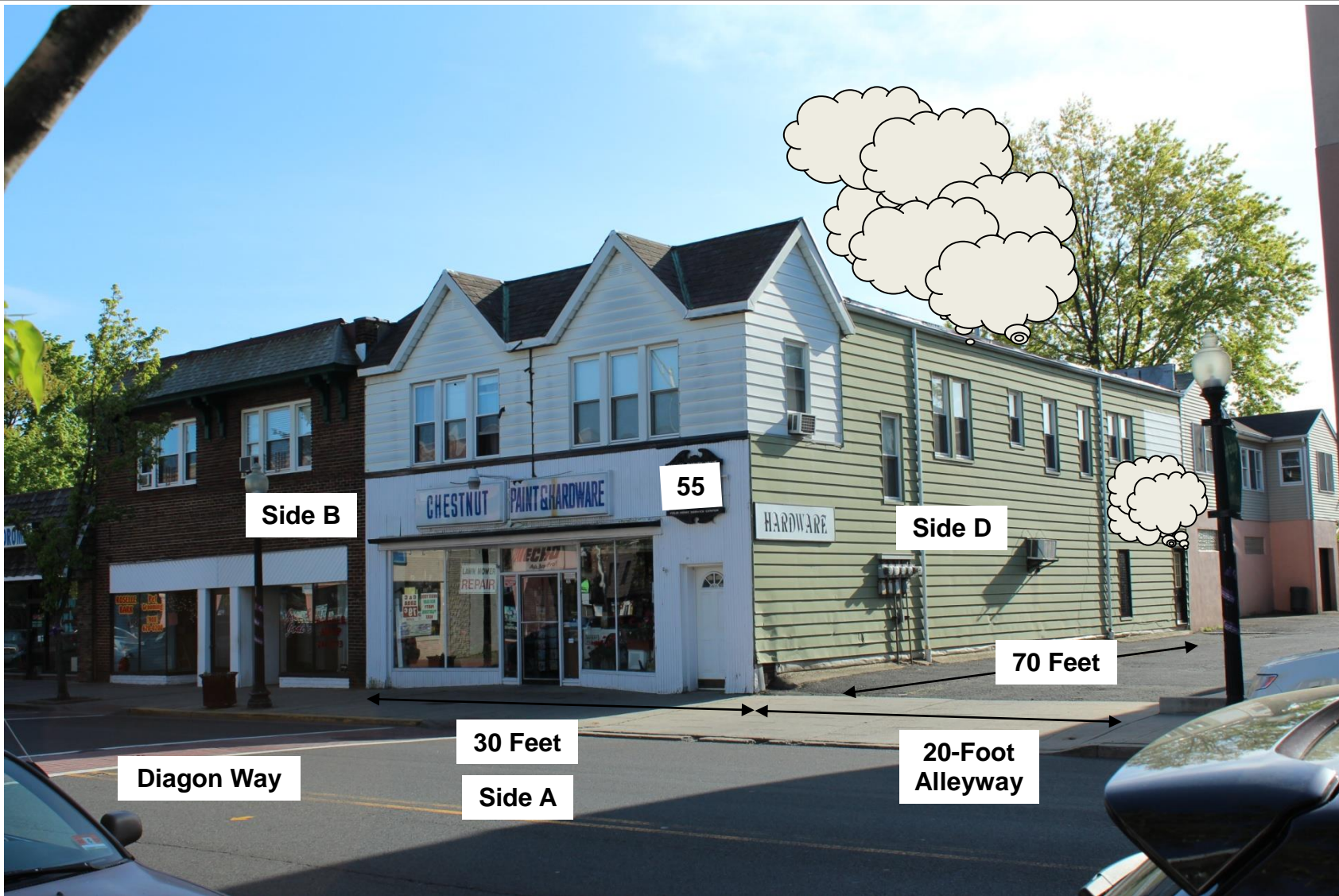
Deputy Fire Chief Exam
Side A/D View
IC: Fire - Form A
Diagram 1 of 2



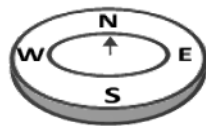
Wind:
←
10-15 MPH

Temperature:
55 degrees
Fahrenheit

Symbols:  Smoke



Deputy Fire Chief Exam
Overhead View
IC: Fire - Form A
Diagram 2 of 2



Wind:
←
10-15 MPH

Temperature:
55 degrees
Fahrenheit

Symbols:  Smoke

