PREPARATION MANUAL FOR THE TRAINING / PERFORMANCE COUNSELING EXERCISE

The manual is divided into seven sections:

Section 1 gives you a general overview of the exercise and what it is comprised of.

Section 2 provides a list of the knowledge areas and abilities that may be measured in the exercise.

Section 3 explains what you will be asked to do in the exercise.

Section 4 contains suggestions regarding how a candidate should prepare for the exercise.

Section 5 explains what the role players will do.

Section 6 explains how performance on the exercise will be evaluated.

Section 7 explains how and where to direct any questions that you may have about the Preparation Manual.

Section 1: What is the T/PCE?

The T/PCE is a job simulation that is designed to measure specific job-related knowledge areas and abilities.

The T/PCE will involve two separate role plays: a training exercise and a counseling exercise. Both role plays will be recorded using a video camcorder. In both role plays you will be playing the role of a Captain. In the first role play, you will train a "probationary" Firefighter on an SFFD drill. Following the first role play, you will be escorted to another test room where you will counsel a probationary Lieutenant based on background information that you are provided.

Following the two role plays, you will be escorted to a final room where you will document the counseling session.

Section 2: What Knowledge Areas and Abilities Does the T/PCE Measure?

This exercise is designed to measure job knowledge areas and abilities that were identified during the job analysis as critical and essential the first day on the job as a Captain. The job knowledge areas and abilities tested will come from the following list:

- Knowledge of firefighting equipment, its uses, capabilities, and limitations.
- Knowledge of general principles of hydraulics, water supply, friction loss, back pressure, and hose equipment required to deliver fire stream.
- Knowledge of fire extinguishers, their appropriate use, and their capabilities.
- Knowledge of how to utilize all departmental manuals.
- Knowledge of the Department's Pump Operator's Manual regarding the capabilities of pumps.
- Knowledge of tools and equipment, and their operation, maintenance, and repair and inspection procedures.
- Knowledge of communications systems, equipment, and procedures used by other groups that affect how SFFD will proceed in its approach to an emergency.
- Knowledge of the Department's staffing policy regarding the appropriate level of staffing in fire suppression units.
- Knowledge of reports that need to be completed, and when, for each event.
- Knowledge of all the standard drills.
- Knowledge of departmental policies and procedures for training and instruction during drills.
- Knowledge of current departmental training bulletins and manuals.
- Knowledge of the Department's policies regarding personal appearance and uniforms.
- Knowledge of the Department's policies regarding Personal Protective Equipment (PPE).
- Knowledge of the Department's rules and regulations regarding tardiness, absenteeism and failure to report.
- Knowledge of the Department's rules and regulations regarding sick leave and disability rules.
- Knowledge of procedures in handling racial and sexual harassment issues.
- Knowledge of the existence and purpose of referral units within the Department, (Informal Conflict Resolution Unit, CSID, DHR) in order to enlist their assistance in solving personal and interpersonal problems within the company.

- Ability to integrate information gathered from visual, aural, and other senses and to act accordingly.
- Ability to determine whether firefighters understand officer's directions by observing firefighters' behaviors.
- Ability to efficiently operate hand-held portable tools used in firefighting activities.

- Ability to take initiative in making decisions in the absence of a superior officer.
- Ability to make decisions when under pressure or in emergency.
- Ability to recognize limitations of authority and act accordingly.
- Ability to explain reasons for action so that all will cooperate.
- Ability to assess capabilities of crew and to assign them appropriately.
- Ability to detect deficiencies and problems in apparatus and equipment under inspection.
- Ability to communicate problems with equipment to others.
- Ability to demonstrate maintenance procedures according to standard operating procedures.
- Ability to apply general principles of hydraulics to maintenance, training, and firefighting activities.
- Ability to apply general principles of mechanics to maintenance, training, and firefighting activities.
- Ability to recognize training needs from observation, on-the-job performance, and performance in drills.
- Ability to evaluate and critique training exercises.
- Ability to control and direct a training session so that all are involved and participate.
- Ability to demonstrate procedures in training and drills, and to explain procedures clearly
- Ability to use muscular force to lift, push, pull, drag, carry, or lower objects, materials, and equipment.
- Ability to apply muscular force quickly to objects and equipment in order to start or shut off action.
- Ability to maintain the body in a stable position while performing firefighter functions and to resist forces that would result in loss of balance.
- Ability to perform coordinated, steady, and accurate actions involving arms, legs wrists, hands, and/or fingers.
- Ability to select, organize, and present pertinent information in logical order.
- Ability to present information clearly in a written report or letter.
- Ability to write accurate descriptive narratives.
- Ability to write a report that presents data in a logical and clear manner, and states reasons for recommendations made.
- Ability to follow instructions to complete forms, supply orders, and reports in a timely, concise, and accurate manner.
- Ability to comprehend and learn from SFFD manuals.
- Ability to extract information from manuals and to apply to maintenance, training, and firefighting activities.
- Ability to verbally explain information and procedures in manuals and books to crew.
- Ability to recognize infractions by crew members that are violations of rules and procedures.
- Ability to distinguish performance levels and to advice and counsel subordinates who are having difficulties about on how they can improve.
- Ability to provide constructive feedback to subordinate so that subordinate is willing to improve.
- Ability to determine when informal counseling is needed or when there should be formal discipline.
- Ability to recognize declines in performance and when personal problems may be interfering with job performance.
- Ability to resolve disputes among crew or between self and crew.
- Ability to compare the work performance of company officers with Department standards in order to accurately evaluate their work performance.
- Ability to sense cues that indicate that potential personnel problems may arise.
- Ability to assess whether member of crew is having difficulties that require help or referral.
- Ability to question individuals who are having difficulties to determine why problems are occurring.
- Ability to verbally express clearly to firefighters the expected standards of performance.
- Ability to consistently apply house policies in a fair manner.
- Ability to carry out activities in a manner that serves as a model for other personnel.
- Ability to recognize the legitimacy of the viewpoints of others and show respect for those opinions.
- Ability to communicate effectively with superiors, subordinates, and peers from different cultures and backgrounds.

Section 3: What will I be asked to do in the T/PCE?

Part 1

- At registration, you will draw to determine which of the five 30-minute training drills you will be administering. The five drills are: water extinguisher* use and maintenance, CO2 and Dry Chemical extinguishers*, SCBA Donning, SCBA Doffing, and the Gleeson Valve.
- You will read instructions, review the provided materials and, if you so choose, make notes in preparation for the training session with Firefighter Burns.
  Time Limit: 15 minutes
- You will train Firefighter Burns on the assigned drill.
  Time Limit: 30 minutes

*Note that the extinguishers will not be charged or pressurized.

Part 2

- You will read instructions, review the provided materials and, if you so choose, make notes in preparation for your counseling session with Lieutenant Law.
  Time Limit: 15 minutes
- You will meet with Lieutenant Law.
  Time Limit: 15 minutes

Part 3

- You will document the counseling session as you deem appropriate.
  Time Limit: 30 minutes

Section 4: How Should a Candidate Prepare for the T/PCE?

To prepare for the T/PCE, you should:

1. Familiarize yourself with the Reference Materials:
   - Sample Instructions, and the Sample Background Information* [provided below]
   - SFFD Drill plans
   - Relevant SFFD manuals

*The Background Information for the test component will contain more information in general, and more specific detail regarding the behavior or conduct of the Lieutenant than what is presented in the sample.

2. Practice conducting training and coaching/counseling in front of a video camera.
3. Practice documenting a meeting with a subordinate.

Note: You will not be allowed to bring materials to the test room. You do not need to memorize the preparation materials. Reference materials will be provided to you for each role play. All of the materials provided to you for the counseling session will be available to you during the documentation session. In addition to reference materials, you will also be provided with lined note paper [one packet of three pages for each role

play], 1 pen, 2 pencils, and 1 highlighter. You may bring your own mechanical pencil if you so choose. The test room proctor will operate a digital timer and allow you to place it where you can see it for each of the role plays.

Sample Candidate Instructions

Training Role Play

Beginning now, you have 15 minutes to read these instructions and the information in the "Training Session Materials" packet, and prepare for the first role play, the Training Session.

For the purposes of this exercise, you are Chris Candidate, a newly-appointed Captain.

- All relevant equipment and reference materials will be available to you while you prepare for the training session.
- After this 15-minute preparation period, you will meet with a role player who is playing the part of a probationary Firefighter. You will have 30 minutes to conduct the drill with this Firefighter.
- This role play will be video recorded.

You are the Captain on Truck 63 with the San Francisco Fire Department. Today, Lieutenant Mize has called in sick, and you will be responsible for conducting a probationary drill for Firefighter Burns who is assigned to Lt. Mize. You will conduct the drill on *[on the day of the test, you will draw a drill from among the five listed above.]*

Firefighter Burns, with whom you are barely familiar, has been out of the Academy for just over three months, and has completed the Truck rotation. This is Firefighter Burns' fourth watch at Engine 63.

During the 15 minutes of preparation time, your assignment is to prepare a training drill and demonstration to be presented to the probationary Firefighter. Your drill must be based on the materials provided. The materials will include relevant Drill Instructor Lesson Plan, a copy of the relevant SFFD manual, the relevant equipment, and Firefighter Burns' probationary booklet. Note that Burns' probationary booklet is being provided for reference only; you do not need to complete any forms in this booklet.

For the purposes of this exercise, the probationary drill covers only the material that has been provided to you. You are not required to give the Firefighter an oral quiz on the study/reading assignment for this drill.

After the 15 minutes of preparation time are up, the probationary Firefighter will enter the room. At that time, you should introduce yourself as Captain Chris Candidate and

then begin your training drill. You will have 30 minutes to conduct the drill from the time that the role player enters the room.

If, during the role play, you pursue a course of inquiry that is not related to the exercise and for which the role player has no information, he or she will respond by saying, *"I don't have any information on that."* If you hear this response, you should not pursue this line of questioning.

Now, prepare for the training session.

Performance Counseling Role Play

Beginning now, you have 15 minutes to read these instructions and the information in the "Counseling Session Materials" packet, and prepare for the second role play, the Counseling Session.

For the purposes of this exercise, you are Chris Candidate, a newly-appointed Captain.

- You have 15 minutes to prepare for a performance counseling session with probationary Lieutenant Law.
- After your 15 minutes of preparation time, the probationary Lieutenant will be admitted to your room, and you will have 15 minutes to meet with the Lieutenant in order to address the issues that you deem appropriate, and to deal with any issues that he or she may raise.
- This role play will be video recorded.

Throughout this exercise you may make notes on the notepaper and use any of the exercise materials that are provided to you.

During this preparation time, you should prepare for your meeting with the probationary Lieutenant. Paper has been provided for you to make notes on, if you wish, but your notes will not be evaluated. The purpose of the meeting is to counsel the Lieutenant as you deem appropriate based on the background information provided to you, and to handle any issues that he or she may raise.

For your reference, you have been provided with a copy of the Managing Employee Performance Manual and Procedures Guidebook and relevant sections of the SFFD Rules and Regulations.

If during the role play, you pursue a course of inquiry that is not related to the exercise and for which the role player has no information, he or she will respond by saying, *"I don't have any information on that."* If you hear this response, you should not pursue this line of questioning**.**

Now, prepare for the performance counseling session.

Sample Background Information

Your Title: Captain Chris Candidate [CA1234], Tour 15, Truck 63

Lieutenant Law [LA8834], Tour 6, Rescue 8
Lieutenant Mize [MI1671], Tour 12, Engine 63
Firefighter Burns [BU3829], Tour 6, Engine 63

On April 21, 2010, you observed the crew of Rescue 8 performing in a manner inconsistent with Department policy. That day, you spoke to Lieutenant Law about the performance issue, and instructed the Lieutenant to take the necessary action to correct the situation. This morning, you observed the same behavior by the crew of Rescue 8.

Section 5: What Will the Role Player Do?

The role players will be actors who have been trained to play the assigned role. The role players will be making comments and/or asking particular questions according to a script. The role players' objective will be to act in a manner that will provide you the opportunity to demonstrate the knowledge areas and abilities that are being measured by this exercise. The role player will not rate your performance.

Section 6: How is Performance on the T/PCE Evaluated?

Scoring will involve two groups: one to develop the scoring key and one to do the ratings. The Scoring Key Development Committee will be composed of officers at the rank of Battalion Chief or above from within the SFFD who will develop the scoring key to be used to rate candidates. The Rating Committee will be composed of subject matter experts from outside the SFFD who will be trained on the scoring key by the test development expert. A rater team will view the video recordings and independently evaluate your performance. After making their independent ratings, the raters will confer to produce a final consensus rating of your responses. Different rater teams will evaluate the training and counseling role plays. The team that evaluates your counseling role play will also evaluate your documentation of that role play.

Section 7: Answers to Questions

Any questions that you may have regarding this Preparation Manual must be received in writing by 5:00 PM on Monday, April 25, 2011. You may submit questions via email to Michael.cerles@sfgov.org].

A publication containing the answers to relevant questions submitted will be sent to all candidates via email prior to the administration of the exercise.