



**PREPARATION GUIDE FOR THE
H030 CAPTAIN
MANAGEMENT EXERCISE**

AUGUST 7, 2020

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This Guide is divided into eight sections:

Section 1 provides an introduction to this Guide, an overview of the test development and administration process, the test component weights, and anticipated administration schedule.

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

Section 3 describes the format and content of the exercise and the conditions that you are to assume exist when responding to the test questions.

Section 4 presents the questions to which you will respond to demonstrate the knowledge and/or abilities being measured by the exercise.

Section 5 discusses the availability of sample test materials.

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

Section 7 presents tips on how to prepare for the exercise.

Section 8 explains how and where to direct any questions that you may have about the Preparation Guide.

Section 1: Introduction and Examination Overview

The purpose of this Preparation Guide is to provide standard information to all candidates regarding the 2020 H030 Captain Promotional Exam. The exam will consist of two test components: (1) Management Exercise, and (2) Incident Simulation Exercise. A separate preparation guide was created for each test component, although some of the content is repeated in both manuals.

We must have your current valid e-mail address for all official notifications. If you change your e-mail address or name after filing your application, be sure to visit www.jobaps.com/sf and select “Update My Contact Info”, or contact the Public Safety Team as soon as possible.

Overview of the Promotional Examination Process

The promotional testing process typically consists of six phases: job analysis; test design and key development; test administration; response scoring; analysis of results; and compilation of the eligible list.

Job Analysis. Job analysis is a systematic process to document the important tasks performed by H030 Captains and the knowledge, skills, and abilities (KSAs) underlying effective performance of those tasks. The tasks and KSAs generated in the 2016 job analysis were reviewed by a diverse group of incumbent H030 Captains to ensure that the terminology, equipment, and processes included in the items were up to date and consistent with current department practice.

These KSAs and tasks were then incorporated into a Job Analysis Questionnaire (JAQ). The JAQ was completed by a large, diverse group of incumbent H030 Captains who rated the importance and frequency of each task, the importance in each KSA, and whether each is needed immediately, and the relationship between KSAs and tasks. The ratings from the H030 Captains were analyzed to determine critical components of the job.

Test Design and Development. The job analysis forms the foundation for test development. Test development begins with a general test plan, which determines the number and type of test stages. With the test plan as a general framework, analysts form a team with Subject Matter Experts, or SMEs (SFFD Battalion Chiefs), to develop job-related questions and exercises, craft test instructions and procedures, and pre-test all of the materials. This is an arduous process requiring numerous meetings over many weeks. During test development, the team critically evaluates the test and continuously asks:

- Is this a “real world” situation like those H030 Captains encounter in San Francisco?
- Are the tasks expected of candidates reasonable and like those performed on the job?
- Is the test exercise fair to all candidates who will take the test?
- Are the instructions for the test components clear and easy to follow?

SMEs also develop the scoring key by identifying behaviors that would be appropriate for a candidate in response to the test stimulus. Those behaviors are then grouped under dimensions that will serve as the basis for scoring candidate responses.

Test Administration. Logistics planning can be quite extensive, particular when there are many candidates. The goal is to have a process that is standardized so that all candidates are treated fairly and consistently.

Test Scoring. Firefighting professionals from agencies other than the SFFD are recruited and directed to score each candidate's test responses. Prior to engaging in any test scoring, these non-SFFD experts receive extensive training that covers: the job analysis, the preparation materials, the exercise and keyed behaviors, dimension definitions and rating scales, rating errors to avoid, and other unique aspects of the Department and the City. These non-SFFD experts score exams using the “Scoring Key” developed by SMEs. Before using the Scoring

Key, the non-SFFD experts conduct practice ratings, and staff review their work to ensure that there is consistency among the raters in the scores that they assign.

Analysis of Results. After all responses have been numerically rated, many hours are dedicated to making sure that the scores for each test component are accurately entered into summary spreadsheets. After the data entry is verified, the scores are statistically compiled, and a final score is calculated based on the “weights” for each test component. These weights are established based on the job analysis results, and determine what proportion of the total score is contributed by each test component. (see below).

Posting and Inspection. Once the scores have been compiled and analyzed, they are reported to candidates and posted as a rank-order eligible list. Under the Civil Service Rules, this is the *tentative* eligible list that is subject to protest and change; however, revisions are uncommon. The Civil Service Rules allow candidates the opportunity to verify the calculation of their scores during the posting of the tentative eligible list.

Eligible List. After any protests have been resolved, the eligible list is adopted and becomes official. When vacancies occur, the Chief will consider the names on the list to make selections based on list rank, the secondary criteria described in the official job announcement, and the needs of the Department. The official job announcement provides the certification rule and lists the secondary criteria.

2020 H030 Examination Components and Weights

The 2020 H030 Captain Examination consists of two components: (1) Management Exercise and (2) Incident Simulation Exercise. The Management Exercise will be administered first, followed by the Incident Simulation Exercise. Candidate final scores will be a weighted combination of the scores they obtain in the two exercises. A passing score will be established based on final scores. Only those candidates who attain a final score at or above the established passing score will have their names included on the eligible list.

The components, their tentative weights, and the tentative administration schedule are shown below.

Component	Tentative Weight	Test Dates
Management Exercise	44 %	September 09-11, 2020
Incident Simulation Exercise	56 %	September 17-18, 2020

Test Security & Confidentiality

As part of our commitment to fairness for all candidates, DHR takes many steps to ensure test security and confidentiality. These steps include test development at an off-site location, signed confidentiality agreements, multiple versions of test forms, “blind” scoring of responses (using external raters and ID numbers instead of candidate names), among other techniques. To participate in the test, you must sign a confidentiality agreement before the administration of each test component. There will be no exceptions to this requirement. An example of the agreement is shown below.

Sample Confidentiality Agreement

Sharing information concerning test content with other candidates competing in the same examination process constitutes cheating as it gives them an unfair advantage. Civil Service Rules state that any person cheating, attempting to cheat, or assisting other persons in cheating in any phase of the examination process shall be prosecuted to the full extent of the Charter and other laws. Therefore, candidates who discuss or provide written transcriptions or recorded information regarding test content to anyone will be disqualified from this exam, possibly rejected from future exams, and subject to punishment as provided by law. Similarly, you are prohibited from making notes of test content or answers, copying answers, and referring to notes or aids of any kind during the examination. You must sign the Candidate Signature line below to indicate that you understand this notice and to affirm that you do not know the specific content of this examination. Further, because some candidates will take this same examination at a later time/date, you must agree to not provide any exam content information to anyone following the administration of this test.

- ✓ I have no knowledge of the specific content of this examination and agree not to provide any exam content information to anyone until after all candidates have taken the test.
- ✓ I understand that all written and/or oral responses must be clear and legible to receive credit for an answer.
- ✓ I understand that, if I wish to challenge the manner in which this test is administered, I am to file a protest in writing before leaving the test center today.

NAME: _____ ID #: _____

SIGNATURE: _____

Sample Technology Waiver

To participate in the test, you must also sign a technology waiver before the administration of the exercise. There will be no exceptions to this requirement. Various pieces of electronic equipment will be utilized during the process. This waiver explains the use of that electronic equipment. An example of the agreement is shown below.

Video

All test exercises will be conducted using video technology. Some exercise content will be delivered electronically via video and audio, and candidate responses will be recorded using video cameras. Although test personnel will attempt to alert candidates, it may or may not be clear when the recorders are being started or stopped.

Keep in mind that all candidate actions will be documented anytime the recorders are activated, and not just when verbally responding in the exercises. A test proctor will be starting and stopping the cameras.

Computers

Candidates will compose certain documentation on a computer. When using computers, candidates are responsible for performing basic word processing actions such as typing, saving, navigating within the document, using cut/paste, running spell check, using the thesaurus, etc. Candidates are responsible for saving their work often and to the correct location that has been pre-set on the computer. If work is not properly saved, it cannot be recovered. Candidates shall not access any unauthorized material located on their assigned computers. Doing so will result in disqualification for promotion and may also result in discipline up to and including termination. Candidates are also responsible for notifying the test administrator of any problems that occur with the computer equipment or programs.

Agreement

I understand that even though safeguards are in place, there is an inherent possibility that a technological malfunction may occur at any time during the administration of any exercise (e.g., power failure, software error, etc.). If a technological malfunction does occur, test personnel will review the situation to determine a fair course of action and ensure I have the appropriate amount of time to finish or replace my work. This agreement does not apply in cases of operator error (e.g., you turn off the computer, you fail to save your written document, etc.).

NAME: _____ ID #: _____

SIGNATURE: _____

2020 Management Exercise Ground Rules

Report Time and Location. You will receive an email from the Public Safety Team with your reporting time and location. Candidates will be scheduled to the extent possible on a non-working day.

Registration. Be prompt. Late arrivals will not be permitted without authorization from the Test Administrators. You must show a photo ID [Driver License or SFFD ID] for registration.

Dress Code. Candidates shall be in Station uniform (portion of the exercises will be video recorded). Test Administrators will ensure candidates are in the appropriate uniform. Anyone who is not in the appropriate attire will not be allowed to test and will be disqualified from the process.

COVID-19 Precautions and Procedures. The following lists precautions and procedures that will be implemented for the test:

- Upon arrival, candidates will be screened for COVID-19 related symptoms. Anyone experiencing symptoms will not be permitted into the facility and will be deferred for accommodation.
- All proctors and candidates taking the exam will be required to wear a face mask. The only exception is when instructed to remove the mask for test response recording. Masks will be worn in conformance to CDC guidelines prior to entering the building and will not be removed at any point while inside the building except as specified above. Individuals who violate this directive will immediately be disqualified from testing. Again, candidates will be allowed to take off their face mask in the exercise room when they are being recorded (after the proctor has exited the room).
- A hand sanitizer station will be available at the front of the site. Candidates must sanitize their hands upon arrival.
- Candidates will be spaced apart to conform with physical distancing guidelines. There will be 18 marked spots taped six feet apart on approach to the test site for check-in.
- You must bring your own writing implements to take notes (e.g., pens, highlighters, pencils, etc.) to the assessment center as DHR will not provide writing implements (to avoid sharing). Place your writing implements in a clear plastic bag which will be inspected at check-in.
- If you must bring in a bag or purse, it must be a clear plastic bag, such as a Ziploc bag so the contents of the bag can be evaluated by proctors. Such a bag might hold writing implements, eye glasses, medicine, water, additional PPE, sanitizer, etc.).
- “No-touch” procedures will be in place for registering candidates.
- Access to restrooms will be regulated to maintain physical distancing.
- Tables, chairs, and other relevant surfaces will be disinfected between groups.
- Follow all instructions provided to you on the test day by proctors.

Prohibited Items. Candidates may not bring any source materials or texts, notebooks, paper, folders, or notes or reference material of any description. Backpacks, briefcases, carry bags, and luggage of any description are prohibited at the Testing Center.

Electronic Devices. As you know, many electronic devices can capture, transmit, and/or store information. Therefore, to deter cheating and loss of test security, you will be required to relinquish all electronic and digital devices before taking the examination [label the item with your name, power it down, place it in a clear plastic bag], or do not bring these devices into the test site. Candidates who are found to be in possession of such devices during the exam will be subject to disqualification.

Standard Watches. Candidates will only be permitted to wear a non-digital (analog) wristwatch with no audible alarm. Candidates will not be permitted into the Testing Center with digital watches, stopwatches, clocks, or any

other digital devices. You may not wear an Apple Watch or any digital watch that has internet, picture taking, or other electronic transmission capabilities.

Confidentiality. Please review the Sample Confidentiality Agreement provided in this Prep Guide. At the test site, you will be required to sign the agreement before participating in the examination.

Technology Waiver. Please review the Sample Technology Waiver provided in this Guide. At the test site, you will be required to sign the waiver before participating in the examination.

Anonymity. When you arrive at the test site, you will be assigned a Candidate Identification Number. This will be your Candidate ID number throughout the testing process. You may use this number any time you want to refer to yourself by name in the exercises (e.g., “Candidate 114”), both when speaking and when writing. If you use your name in an exercise, anonymity cannot be guaranteed. Assessors will only be given your Candidate Identification Number.

Testing Duration. You will participate in the Management Exercise on either September 9th, 10th, or 11th. You should expect to be at the test site for approximately three (3) hours.

Restroom Breaks. You may use the restroom during your preparation or document writing time, but you will be using your time. You will not be permitted to use the restroom during recording your responses to the exercise. You must alert an administrator that you wish to use the restroom. There will be only one person allowed in a restroom at a given time. The restrooms may be monitored, and you may be escorted to and from the restroom by authorized test personnel. Candidates are not allowed to talk during restroom breaks.

Leaving the Test Site. Once the examination process has started, no one will be allowed to leave the test. If you leave the building before completing your testing, you will not be allowed to return.

Exam Administration Challenge. Any challenge regarding the manner in which the test is administered must be submitted in writing before leaving the test center.

Talking. You will not be permitted to talk to any other candidate during the testing process. Anyone disrupting the test environment will be warned, and then disqualified from the selection process if the problem continues.

Illness or Emergency. In the event of a medical emergency, medical assistance will be called. In the unlikely event of an evacuation notice, please remain seated and remain in your testing room or designated waiting area until you receive additional instructions.

Section 2: What Knowledge Areas and Abilities Does the Exam Measure?

The exam is designed to measure the candidate's ability to perform specific job-related tasks and to apply his/her relevant knowledge and abilities. The knowledge areas and abilities listed below 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:

1. Knowledge of Principles and Responsibilities of Supervision and Management

- Knowledge of the traffic laws pertaining to emergency response procedures.
- Knowledge of the Department's policies regarding vehicle operation in an emergency response.
- Knowledge of procedures for inspecting and using hydrants and emergency water supply.
- Knowledge of common, prevalent violations that are likely to exist in buildings during inspections.
- Knowledge of whom to inform and contact for emergency or routine events.
- Knowledge of Incident Command System (ICS) In order to perform duties at working fire.
- Knowledge of roles/duties of Battalion Chief at a working fire in order to act appropriately or take charge in their absence.
- Knowledge of departmental staff and their functions.
- 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 responsibilities involved in training probationary firefighters.
- Knowledge of the Department's policies regarding personal appearance and uniforms.
- 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 where to refer personnel for personal or work-related problems.
- Knowledge of HRMS for staffing, training and maintenance.

- Knowledge of procedures in handling potential harassment and EEO issues.
- Knowledge of the existence and purpose of referral units within the Department, (DHR or SFFD Human Resources) in order to enlist their assistance in solving personal and interpersonal problems within the company.
- Knowledge of SFFD organization, in order to provide information to those outside of the fire department.
- Knowledge of how to maintain appearance and functionality of the station.

2. Knowledge of Firefighting and Suppression Equipment and Resources

- Knowledge of which additional resources and assistance need to be called after sizing up fire.
- Knowledge of the Department's radio, CAD and Mobile Data Terminal (MDT) procedures.
- Knowledge of communications systems, equipment, and procedures used by other groups or agencies that affect how SFFD will proceed in its approach to an emergency.
- Knowledge of the policies, general orders, and relevant department procedures and manuals in designing a firefighting plan.
- 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 nozzles, their use, and adjustments.
- Knowledge of sprinkler supply operation.
- Knowledge of fire extinguishers, their appropriate use, and their capabilities.
- Knowledge of ladder equipment and procedures in order to choose appropriate one in firefighting situations.
- Knowledge of turnoff procedures for all electrical, gas, and water utilities.
- Knowledge of alarm systems and how to reset.
- Knowledge of tools and equipment, and their operation, maintenance, and repair and inspection procedures.
- Knowledge of response procedures for fire station.
- Knowledge of available SFFD first aid resources.
- Knowledge of search procedures used by SFFD.
- Knowledge of cliff, wild land, and surf rescue procedures.

- Knowledge of emergency medical treatment procedures to assist victims.
- Knowledge of methods for carrying victims from the scene of a fire or other emergency situation.
- Knowledge of the Department's policies regarding Personal Protective Equipment (PPE).
- Knowledge of proper use of TRACcess for gaining building entry.

3. Knowledge of Fire Science

- Knowledge of fire behavior and flow path, including backdrafts and flashovers.
- Knowledge of fire ignition sequence.
- Knowledge of common arson techniques, use of fuels or accelerants, and other signs that suggest potential arson.
- Knowledge of common electrical hazards that would suggest the cause of the fire.
- Knowledge of basic of natural gas distribution systems.

4. Knowledge of References including SFFD Manuals

- Knowledge of city streets and direct routes to scene.
- Knowledge of use of mapping software (e.g., MDT, CAD) and Thomas Guides.
- Knowledge of traffic patterns at various times of day.
- Knowledge of first alarm areas and type of area (e.g., residential, business, surf, cliffs, wild land).
- Knowledge of the Building Construction Manual with regard to the types of construction of various types of buildings, and the manner in which fire affect various types of building construction.
- Knowledge of building construction and use of firefighting facilities and equipment in buildings, in order to work safely in firefighting situations.
- Knowledge of building construction and type of Building (I to V) to determine how to ventilate and to assess cause of fire.
- Knowledge of hazardous materials and their implications for firefighting situations.
- Knowledge of hazardous materials and their effect on safety of crew and environment.
- Knowledge of the Hazardous Materials Manual, Emergency Response Guide Book, and DOT manuals regarding operational procedures at hazardous materials incidents.

- Knowledge of the Department's Truck and Ladder Manual regarding capabilities of trucks and engines.
- Knowledge of Water Supply Manual regarding types of hydrants, including suction hydrants, low pressure hydrants, and high pressure hydrants and the operational procedures.
- Knowledge of the Department's Hose Appliance Manual regarding types of standpipe and sprinkler systems.
- Knowledge of operation of sprinkler systems and how to operate shutoff valves
- Knowledge of the Ventilation Manual regarding behavior, spread, and characteristics of fire.
- Knowledge of the Ventilation Manual regarding ventilation procedures and the proper ventilation tools to use.
- Knowledge of the Ventilation Manual regarding trucks and ladders.
- Knowledge of building materials, in order to choose appropriate tools for overhaul procedures.
- Knowledge of how to and when to use departmental manuals.
- Knowledge of the Department's Pump Operator's Manual regarding the capabilities of pumps.
- Knowledge of the Department's Fire Boat Manual regarding waterfront and shipboard fires.
- Knowledge of the Department's High-Rise Manual regarding operational procedures for high-rise buildings.
- Knowledge of the Department's Rapid Intervention Crew (RIC) Operations manual
- Knowledge of the Department's Transit Manual regarding operational procedures for BART, Muni, and CalTrain emergency incidents and Muni emergency incidents.
- Knowledge of Department's Communication Manual.
- Knowledge of R1 inspection procedures.
- Knowledge of disaster operations and critical infrastructure.
- Knowledge of proper staging procedures.

5. Leadership

- Ability to remain calm and to give and/or follow directions when under pressure, or in an emergency.
- Ability to take initiative in making decisions in the absence of a superior officer.

- Ability to make good decisions when under pressure or in emergency.
- Ability to take command of a medical emergency before arrival of paramedics.
- Ability to direct others in responding to an emergency according to plans.
- 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 provide constructive feedback to subordinate so that subordinate is willing to improve.
- Ability to resolve disputes among crew or between self and crew.
- 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 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.
- Ability to accept criticism from subordinates when appropriate.
- Ability to get along with others in a community-living environment.
- Ability to evaluate orders from superiors and determine whether they present any potential hazards for the crew.
- Ability to lead by example, implement, and follow SFFD rules, regulations, policies, and procedures.

6. Oral Communication

- Ability to clearly and concisely communicate verbal information about fire or other emergency to other members.
- Ability to communicate clear and concise orders during an emergency incident.
- Ability to transmit messages clearly, concisely, and according to proper procedure using equipment such as radio or telephone.
- Ability to question victims and others in tactful way to get medical history, problem being experienced and other information needed to help.

- Ability to explain what you are doing to people who are upset, distressed, and anxious in order to calm victims and their friends or relatives.
- Ability to explain reasons for action to effectively engage with crew to promote cooperation.
- Ability to communicate problems with equipment to others.
- Ability to demonstrate procedures in training and drills, and to explain procedures clearly.
- Ability to verbally explain information and procedures in manuals and books to crew.
- Ability to question individuals who are having difficulties to determine why problems are occurring.
- Ability to verbally express expected standards of performance to crew.
- Ability to interact with public to explain hazards, so that they know why correction is needed and how they will benefit.

7. Analyzing, Interpreting, and Recalling Information

- Ability to read and interpret maps (e.g., CAD, MDT) in order to locate addresses, cisterns, etc.
- Ability to remember locations of buildings, streets, fire hydrants, and possible hazards based on frequent observations of the area.
- Ability to visualize spread of fire, based upon understanding of fire behavior, building construction, and building contents to determine approach to firefighting activity.
- Ability to assess the safety characteristics and hazards of the roof structure.
- Ability to assess smoke characteristics such as color of smoke during daylight, volume of smoke, pressure of smoke, amount of flame production, and amount of smoke production, in order to know stage of fire and when/how/where to ventilate and extinguish f
- Ability to draw logical conclusions from a body of facts in initial size-up of fire or during an emergency situation.
- Ability to integrate information gathered from visual, auditory, and olfactory and to act accordingly.
- Ability to evaluate the severity of a hazardous situation and when it should be corrected, or if Bureau of Fire Prevention (BFP) should be notified.
- Ability to recognize and avoid dangerous situations involving crowds and to know when to back out and call SFPD for support.
- Ability to adapt to unusual conditions and know when to call for additional resources.

- Ability to assess crew's understanding of directions (e.g., observing behaviors) and correct as needed.
- Ability to recognize and understand fire-ground hand signals.
- Ability to estimate or gauge distances/heights to determine appropriate ladder to be used.
- Ability to determine which areas of a building need to be checked for fire damage.
- Ability to decide quickly how to rescue victims, crew, or self.
- Ability to assess and evaluate the risk involved in rescue operations, and to perform accordingly.
- Ability to recognize signs, symptoms, and other features of victims when administering first aid.
- Ability to evaluate extent of injuries in determining rescue operations.
- Ability to triage injuries in multiple-injury accidents and prioritize patients.
- Ability to assess crew members' strengths and to give assignments that optimize performance.
- Ability to recognize signs of arson or suspicious origin of fire.
- Ability to recognize that something unusual has taken place or that something unusual is on site that would suggest the cause of the fire.
- Ability to recognize and preserve a potential piece of evidence for determining the cause of fire.
- Ability to observe and evaluate physical evidence as part of investigating incidents.
- Ability to distinguish between what is said by witnesses at the scene and what evidence is found on the scene.
- Ability to recognize unusual, suspicious, or irrational behavior on the part of occupants or witnesses.
- Ability to retain and describe circumstances, conditions, and events that are noticed at the outset of an emergency.
- Ability to recognize building code violations that have to be referred to other agencies.
- Ability to recognize a potentially hazardous situation during inspection and how it could be dealt with during a fire.
- Ability to detect deficiencies and problems in apparatus and equipment under inspection.
- Ability to apply information gathered from floor plans in one location to a different location in same building.

- Ability to remember special features of building layout learned from inspections (e.g., location of doors, fire equipment) in order to use later in firefighting situation.
- Ability to read and interpret written messages and dispatches.
- Ability to comprehend and learn from SFFD manuals and training.
- Ability to understand implications of technical information being presented by non-firefighting personnel such as engineers or inspectors.
- Ability to read and interpret written material found at fire scenes and other emergencies.
- Ability to integrate information from non-SFFD sources with SFFD rules, regulations, and procedures.

8. Planning and Execution / Application

- Ability to assess situation at emergency scene in order to instruct companies where to position apparatus.
- Ability to recognize the potential for the emergency to escalate and the need for additional resources or assistance.
- Ability to evaluate spread of fire and extent of damage on scene and determine appropriate tactics.
- Ability to relate characteristics of fire to building type, occupancy, and location.
- Ability to anticipate outcomes and to redirect attack or approach to emergency.
- Ability to anticipate changes in conditions and circumstances and adapt approach accordingly.
- Ability to adapt to changing conditions in weather, fire, extent of damage, and exposure.
- Ability to recognize different resources and equipment and assign, allocate and delegate appropriately.
- Ability to adapt or improvise methods, equipment during salvage and overhaul procedures.
- Ability to adapt or improvise methods for removing victims from the scene during an emergency situation.
- Ability to recognize limitations of authority and act accordingly.
- 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 apply general electrical principles to maintenance, training, and firefighting activities.
- Ability to use information obtained during inspections to pre-plan attacks on fires.
- Ability to select, organize, and present pertinent information in logical order.
- Ability to extract information from manuals and to apply to maintenance, training, and firefighting activities.

9. Management

- Ability to track location and activities of all companies and direct additional support as needed.
- Ability to assess multiple events and circumstances, coordinate a response, and communicate plan effectively.
- Ability to coordinate emergency response activities with personnel from other agencies (e.g., police, ambulance, highway patrol, or Red Cross).
- Ability coordinate training schedules with the Division of Training.
- Ability to recognize violations of rules and regulations by members of the Department.
- Ability to distinguish performance levels and to advise and counsel subordinates who are having difficulties.
- Ability to determine when informal counseling, corrective action, or disciplinary action is needed.
- Ability to recognize declines in performance and possible causes.
- Ability to recognize when his or her work is deficient and accept responsibility when his or her work needs improvement.
- Ability to consistently apply station policies in a fair manner.
- Ability to build an effective team using interpersonal skills.
- Ability to address needs related to the appearance and functionality of the station.

10. Written Communication

- Ability to present information accurately and clearly in a written report, general form, email, or letter.
- Ability to relate first observations, conditions at outset of fire to record later for the purposes of determining the cause of fire.
- Ability to write a report that describes in concise and objective terms what was learned during an investigation.

- Ability to write a report that presents data in a logical and clear manner, and states reasons for recommendations made.
- Ability to recall and record events accurately that occurred at scene for making journal entries during the shift.
- Ability to maintain a daily journal in a legible, concise, and chronological order.
- Ability to follow instructions to complete forms, supply orders, and reports in a timely, concise, and accurate manner.

Section 3: Exercise Format and Content

The Management Exercise will consist of three parts. The anticipated response time for each exercise is also provided.

1. The first is a virtual role play in which the candidate will be responsible for providing training to a subordinate (15 minutes).
2. The second is an In-Basket Exercise in which candidates will process “paperwork” or other matters that are typically the responsibility of the station Captain (10 minutes).
3. The third is a virtual role play in which the candidate will counsel a subordinate (10 minutes) and then document the meeting in a general form (30 minutes).

Preparation

Candidates receive the materials for all three exercises at the same time and will have 45 minutes to review the materials, take notes, and generally prepare for all three exercises. Applicable department manuals will also be provided for reference. Notes, manuals and any other materials from the preparation period will also be available for reference during the exam. Preparation will occur in a group setting but candidates are prohibited from communicating with each other during this time.

Following the preparation period, candidates will be taken to individual rooms to complete the test. To increase test security, multiple equivalent forms of the test component will be developed. Although this is intended to prevent information about test content being shared with candidates who are later in the testing schedule, candidates are still bound by the confidentiality agreement. Candidates will be randomly assigned to one of the test forms. There will be a fixed amount of time to complete each of the three parts of Management Exercise.

Throughout the exam, please do not consider any temporary impact associated with the COVID-19 pandemic. For example, it may be the case that activities such as public interaction or inspections occur less frequently or there have been changes related to PPE. However, for testing purposes, you should assume that all department activities occur as they do in the absence of the pandemic.

1) Training Role Play

Candidates will provide training on a specific piece of equipment according to a department drill in front of a video camera. Candidates should conduct the training session as if actually providing training to firefighters in their station. To the extent possible, equipment needed to demonstrate training activities will be provided.

2) In-Basket Exercise

Candidates must provide verbal responses describing the actions they would take in response to the items in the In-Basket. Responses will be video recorded on a camera. The items may contain emails, phone messages, department forms, training documents, pages from daily journals, or other similar materials. Please note that all of the items will be provided in hard-copy for testing purposes, even though some of these items are available electronically at the station. For example, emails will be presented as printed pages.

3) Counseling Role Play

Candidates will participate in a role-play scenario in which a subordinate's job performance is not meeting department standards. The Candidate will counsel the subordinate about this performance. Some of the items from the In-Basket may apply to the counseling session and candidates are encouraged to reference that material as appropriate. Rather than interact with a live person, the subordinate for the role play will appear on video only. The candidate must respond to video clips and role play how he/she would counsel the subordinate based on the specific performance issues raised. Candidates will also document the counseling session in a General Form, completed electronically.

Section 4: Test Questions

Test "questions" for this test component will be broad instructions, rather than specific questions. This requires candidates to determine and take appropriate actions in light of multiple pieces of information. Examples include:

- *Counseling Training*: Please assume the role of a new Captain and train a subordinate on the assigned drill.
- *In-Basket Exercise*: Please assume the role of a new Captain and explain what actions you would take in response to the items in the In-Basket.
- *Counseling Role Play*: Please assume the role of a new Captain and counsel a subordinate with specific performance issues to bring his/her job performance in line with department standards.

Section 5: Sample Exercise Materials

To understand the expected level of detail in your responses, an example of an in-basket item is provided below, along with appropriate responses to that item.

Sample In-Basket Item

	San Francisco Fire Department						
	<i>Communications Incident Review Sheet</i>		06/14/2016				
<hr/>							
From:	CANDIDATE, Chris	Rank: H-30	Assignment: E-72	Tour: 14	ID: CA1234		
To:	Battalion Chief, Communications						
Subject:	Incident Review						
Reference:	GO?						
Enclosure:	None						
<hr/>							
Incident Date:	06/13/2016	Time:	0942 hrs	Incident No.:	161000088	Co.:	E72
Address/Location: 133 30 th Ave.							
TAC Channel: A07				Control Channel: A2			
Description of Incident: Reported as Code 3 SOB with chest pain. Upon arrival, found no incident at this address. In attempting a call back, the response from the dispatcher was unprofessional and delayed. This did adversely affect the emergency response and may have affected patient care. Upon call back, it was identified that the correct address was 133 30 th Street.							

Note. The bottom of sheet is cut off for display purposes. The entire page would appear on the exam.

Expected responses to this item:

You will provide a verbal response, explaining the actions you would take in response to this item. To obtain full points for this item, your response should include the following:

- The “reference” on the form must to be complete
- In the Description of Incident, the terms “unprofessional” and “delayed” are undefined (a more detailed description of the incident is needed)
- The form should be forwarded through the chain of command
- A copy of the form should be emailed to the Battalion Chief at Communications
- The Battalion Chief at communications should be called to ensure action is taken regarding the situation

Section 6: How Is Test Performance Evaluated?

Scoring will involve two groups, one to finalize the scoring key and one to determine the ratings. The scoring key will be developed by Officers in the rank of Battalion Chief. The Rating Committee will be comprised of SMEs from outside the SFFD who will be trained on the scoring key by test development experts. Your score will be based upon an evaluation of your responses using the scoring key. Your responses will be independently evaluated by two raters. The two raters will then confer as needed to reach final ratings.

Section 7: Tips on How to Prepare for the Exercise

- This test component is “open book.” You may make use of the materials provided during both the preparation and exam periods. However, candidates are encouraged to be familiar with department materials in advance to ensure that he/she can find relevant information within the available time periods.
- You must respond to each scenario in the order presented. For example, once the counseling role player begins, you cannot go back and answer questions about the In-Basket.
- Pay attention to the videos and the questions that are being asked – be sure to answer what is being asked.
- There will be a time limit for each of the three exercises. Budget your time so you have enough time to address all relevant aspects of each exercise.
- You must provide your verbal response before the timer reaches zero. You will not receive credit for what you say after the timer reaches zero.
- The time limits are strict, but they are not unrealistic. Do not feel as though you have to rush through your answer; there is plenty of time.
- Your responses will be recorded by cameras. For the In-Basket Exercise, it is not required that you look directly into the cameras while you are speaking. For the two role play exercises, you should provide your responses as you would if the other person was actually in the room instead of the camera.
- Make sure to speak loudly, clearly, and at a conversational pace so that your responses can be clearly understood. Your ability to communicate effectively is an important aspect of the exam.

Section 8: Answers to Questions

After reading this Preparation Guide you may have additional questions regarding the exam. To be fair, DHR cannot answer one candidate’s question without sharing the information with everyone. All question must be emailed to Deanna Kwan (DHS) at deana.kwan@sfgov.org no later than 5:00 PM on Friday, August 14, 2020. Responses to relevant questions will be made available to candidates before the test date, but no later than September 1, 2020. We cannot answer questions that could compromise the security of the test.