



CITY OF BUFFALO

CIVIL SERVICE EXAMINATION

PROMOTIONAL

The City of Buffalo offers online filing. You may complete and submit your application online at the City of Buffalo website: www.city-buffalo.com. Click the "APPLY HERE" link and follow the instructions.

FIRE LIEUTENANT - No. 2244017
(\$78,412/Yr.) (Salary is subject to change)

A NON-REFUNDABLE APPLICATION PROCESSING FEE OF \$25.00 MUST ACCOMPANY YOUR APPLICATION. CASH, CHECK OR MONEY ORDER ONLY. IF PAYING BY CHECK, YOUR CHECK MUST CLEAR TO COMPLETE PROCESSING.

MINIMUM QUALIFICATIONS: The following qualifications must be met at time of filing application. Applicants must have continuous and permanent status OR contingent permanent status OR a combination of both in the Department of Fire in one of the following positions immediately preceding the date of this examination:

- (A) Three years as a Firefighter; or
- (B) One year as an Assistant Fire Alarm Dispatcher;

SPECIAL REQUIREMENT:
Possession of a current NYS Driver's License, which must be presented at time of appointment and maintained during employment.
Possession of an Emergency Medical Technician Certificate within one year of date of appointment.

SENIORITY
Points will be added to a successful candidate's score as follows:
SENIORITY.....For Each Year 0.2 points
Rating of Seniority is based on the length of continuous and permanent status in the classified civil service up to a maximum of twenty years.

THIS EXAMINATION WILL TEST FOR KNOWLEDGE, SKILLS AND ABILITIES AS FOLLOWS:

1. Written Examination – 100-item multiple-choice exam, measuring job knowledge that was deemed by the job analysis to be required at the time of promotion and needed in memory to perform the job. Therefore, all items are closed-book.
2. Secondary Assessment – scenario-based oral assessment measuring the application of job knowledge, skills, and abilities.

NOTE: All candidates who complete the Written Examination will be eligible to participate in the Structured Oral Assessment.

The weights of the examination components will be determined based on test data obtained in the City of Buffalo, applicable state and federal guidelines, and professional testing standards and practice.

PREPARATION MATERIALS
I/O Solutions has provided a website devoted to candidates taking the Buffalo Fire promotional testing components to provide relevant documents throughout the process. This "landing page" will house information related to the promotional process that is furnished by I/O Solutions. This information may include several components, including a written examination preparation guide, guidelines pertaining to the written examination, and other information of note (i.e., appeal rules/guidelines, preliminary test results, summary information about the secondary assessment process (e.g., preparation material for the structured assessment, etc.).

The website is: <https://iosolutions.sharefile.com/d-s98d7fd1058d47b59>. Note that the website is currently active; however, files will not be uploaded to that website until August 4, 2017. You will be required to provide your email, name and company (Buffalo Fire Department) in order to access this website.

A paper copy of the **Candidate Preparation Guide** is available in Room 1001 City Hall, or you may obtain a PDF of the study guide on the website discussed above on August 4th. Remember you will need to sign-in to this site to obtain this information.

NOTE: Candidates are responsible for obtaining ALL source materials (e.g., textbooks, procedure manual) required for the written examination.

FINAL FILING DATE
September 1, 2017

EXAMINATION DATE
Written Assessment: October 31, 2017
Oral Assessment: December 2017 or
January 2018

Orientation Sessions

A **Candidate Preparation/Orientation video** will be offered for each component in the promotional testing processes. The video for the written examination will be offered on I/O Solutions' website, with the opportunity to submit questions via email. The video for the secondary assessment (i.e., structured oral assessment component) will be played in a "live" session with an I/O Solutions representative present to answer questions. There will be multiple sessions offered at differing times for the structured oral assessment orientation.

Written Examination Orientation

This orientation will be presented via video. The candidate preparation session related to the written examination is presented via the web on a video (PowerPoint presentation with sound). This video will be available starting on August 15th at 6 p.m. Eastern Time. The video will be available for viewing until November 3rd, 2017. This video will be uploaded on August 15th, 2017 at 6 p.m. to the following website:

<http://buffalofdpromo2017LtCpt.iosolutions.com/>

Please note that the server cannot handle heavy traffic regarding this video at one point in time. Thus, it may be prudent to view the video a few days after the drop point. In addition, general information about the promotional process will be provided during this video.

Please note that this video will stream on phones and tablets.

Secondary Assessment Orientation A separate orientation will be conducted at a later time to provide information about the secondary assessment processes. This session will cover the structured oral assessments, interviews and assessment center components. I/O Solutions consulting staff will be present for this orientation session to answer questions that candidates may have about these processes. This orientation is scheduled for Wednesday September 27th and Thursday September 28th at 8:00 a.m. and 1:00 pm, located on the 13th floor of City Hall, Common Council Chamber at 65 Niagara Square, Buffalo, NY 14202. Only candidates that have submitted an application for this exam are eligible to attend.

Please note that the orientation will cover all ranks in the promotional process, including Lieutenant, Captain, Battalion Chief and Division Chief.

The dates of the secondary assessment have not been finalized and candidates will be notified of the exact dates after the conclusion of the examination registration period. It is advised that you be mindful of your availability to participate in this test, as no alternate test dates will be permitted, except as required by law.

At this early stage of planning, potential assessment weeks for the rank of Lieutenant include dates of mid-December or early-January. Efforts are being made to secure a site during the first or second week of December (the week of December 4th or December 11th), with the week of January 8th as a backup. Additional information will be available at the conclusion of the promotional process registration period.

The **Written Test** is scheduled to be administered on **October 31, 2017**. The **Secondary Assessment** dates will be announced at the conclusion of the registration period, but efforts are being made to schedule the assessment in the first two weeks of December 2017. Candidates will receive admission notices under separate cover for the written examination and secondary assessment. Please note that your participation in the secondary assessment component may require participation on two consecutive days during this testing week.

I/O Solutions will provide a test preparation/orientation video for the written exam in mid-August as described previously. This session will focus on the written examination and will cover general aspects of the promotional process as a whole. The primary focus of the written examination video is to cover the content of the written examination, how I/O Solutions develops job-knowledge exams and guidance on how to study for this test.

The assessment orientation dates, as described previously, will be held on September 27th and 28th, 2017. I/O Solutions does not support or endorse any outside test preparation firms—unfortunately, no outside agency has any credible knowledge or understanding of this particular process. The I/O Solutions assessment orientation will last approximately two hours and will comprehensively cover the assessment process to provide everyone with a strong foundation to compete in this process.

Promotional Job Knowledge Examination

The job knowledge examination is a written tool that is specifically designed to assess essential, job-related knowledge. This examination will be a multiple-choice test, where one must determine the "BEST" answer from among the four response options. Typically, these exams are 100 items in length (though they could vary between 60 and 120 items). Item content and the correct answer (and often, material to support the distracters or incorrect answers) are drawn directly from the pre-specified source materials. The source material is considered the "governing body of knowledge" for the examination. Thus, items are correct according to the source material and source material only. The source material, including the specific sections (i.e., chapters, etc.) chosen for study, are provided to candidates in advance of the test administration to allow candidates to prepare. Preparation and study (i.e., reading the source material) is absolutely necessary for successful performance on such an examination. The examination will be custom developed for the Buffalo Fire Department—this is not an off-the-shelf examination similar to previously utilized "state" tests. Hence, a portion of the examination will come from internal documents such as the department's procedural manual. The job knowledge exam will be supported by content validity evidence. This evidence will be established through a thorough linkage of the job description/job analysis to the measurable dimension of the exam and through subject matter expert involvement in the development of the exam plan. All exam items are closed-book and will be drawn from the source materials below.

Job Knowledge Source Material List

NOTE: Some source materials have a limited set of chapters/sections/lessons/units/etc. included. Only the chapters/sections/lessons/units/etc. listed below are included in the testing material. All pages within a chapter/section/lesson/unit/etc. are included, unless otherwise noted.

John Norman, "FIRE OFFICER'S HANDBOOK OF TACTICS" (4th Edition) <i>Only the following chapters are INCLUDED:</i>
Chapter 1. General Principles of Firefighting
Chapter 2. Size-Up
Chapter 3. Engine Company Operations
Chapter 4. Hoseline Selection, Stretching, and Placement
Chapter 5. Water Supply
Chapter 6. Sprinkler Systems and Standpipe Operations (p. 144-164 ONLY)
Chapter 7. Ladder Company Operations
Chapter 8. Forcible Entry
Chapter 9. Ventilation
Chapter 10. Search and Rescue
Chapter 11. Firefighter Survival
Chapter 12. Operations in Lightweight Buildings
Chapter 13. Private Dwellings
Chapter 14. Multiple Dwellings
Chapter 15. Garden Apartment and Townhouse Fires
Chapter 16. Store Fires – Taxpayers and Strip Malls
Chapter 17. High-Rise Office Buildings
Chapter 18. Buildings under Construction, Renovation, and Demolition
Chapter 19. Fire-Related Emergencies: Incinerators, Oil Burners, Gas Leaks
Chapter 21. Structural Collapse
Francis L. Brannigan and Glenn P. Corbett, "BRANNIGAN'S BUILDING CONSTRUCTION FOR THE FIRE SERVICE" (5th Edition) <i>Only the following chapters are INCLUDED:</i>
Chapter 2. Concepts of Construction
Chapter 3. Methods and Materials of Construction, Renovation, and Demolition
Chapter 5. Fire Behavior and Building Construction
Chapter 6. Features of Fire Protection

Chapter 7. Wood-Frame Construction
Chapter 8. Heavy Timber and Mill Construction
Chapter 9. Ordinary Construction
Chapter 10. Noncombustible Construction
Chapter 11. Fire-Resistive Construction
Chapter 12. Firefighting Concerns of Green Construction
Chapter 13. Specific Occupancy-Related Construction Hazards
Chapter 14. Collapse
Daniel Limmer, Michael F. O'Keefe, and Edward T. Dickinson, MD, FACEP, "EMERGENCY CARE" (13th Edition) <i>Only the following chapters are INCLUDED:</i>
Chapter 1. Introduction to Emergency Medical Services and the Health Care System
Chapter 2. The Well-being of the EMT
Chapter 3. Lifting and Moving Patients
Chapter 4. Medical, Legal and Ethical Issues
Chapter 5. Medical Terminology
Chapter 9. Airway Management
Chapter 10. Respiration and Artificial Ventilation
Chapter 11. Scene Size-Up
Chapter 12. The Primary Assessment
Chapter 13. Vital Signs and Monitoring Devices
Chapter 15. Communication and Documentation
Chapter 17. Respiratory Emergencies
Chapter 18. Cardiac Emergencies
Chapter 19. Diabetic Emergencies and Altered Mental Status
Chapter 20. Allergic Reaction
Chapter 21. Poisoning and Overdose Emergencies
Chapter 23. Behavioral and Psychiatric Emergencies and Suicide
Chapter 25. Bleeding and Shock
Chapter 26. Soft-Tissue Trauma
Chapter 27. Chest and Abdominal Trauma
Chapter 28. Musculoskeletal Trauma
Chapter 29. Trauma to the Head, Neck, and Spine
Chapter 31. Environmental Emergencies
Chapter 32. Obstetric and Gynecologic Emergencies
Chapter 33. Pediatric Emergencies
Chapter 34. Geriatric Emergencies
Chapter 35. Emergencies for Patients with Special Challenges
Chapter 39. EMS Response to Terrorism
IFSTA, "FIRE AND EMERGENCY SERVICES COMPANY OFFICER" (5th Edition) <i>Only the following chapters are INCLUDED:</i>
Chapter 1. The Company Officer
Chapter 2. Organizational Structure
Chapter 3. Leadership and Supervision
Chapter 5. Communications
Chapter 7. Health and Safety Issues
Chapter 8. Company-Level Training
Chapter 9. Community Relations and Company-Level Fire Inspections
Chapter 11. Delivery of Emergency Services I
ICMA, "EFFECTIVE SUPERVISORY PRACTICES" (5th Edition) <i>Only the following chapters are INCLUDED:</i>

Chapter 1. Roles of a Supervisor
Chapter 2. Supervisory Leadership
Chapter 3. Ethics
Chapter 7. Team Building
Chapter 8. Communicating with Employees
Chapter 9. Selecting, Onboarding, and Developing New Employees (p. 153-163 ONLY)
Chapter 10. Accountability In the Workplace
Chapter 12. Motivating Employees
Chapter 13. Leading Change
Chapter 14. Ensuring a Harassment-Free and Respectful Workplace
Chapter 15. Workplace Safety, Security and Wellness
TITLE 19 RULES AND REGULATIONS OF THE STATE OF NEW YORK, PART 1264
Identification of Buildings Utilizing Truss Type Construction
Truss Identification Signs
BUFFALO FIRE DEPARTMENT: COMMUNICATIONS
<i>Only the following communications are INCLUDED:</i>
Communications #1 – Rules and Regulations
Communication #2 – Working Conditions
Communications #3 – Liquefied Petroleum Gases
Communication #9 – Sick and Injury
Communication #10 – Sexual Harassment Policy
BUFFALO FIRE DEPARTMENT: TRAINING MANUAL LESSONS
<i>Only the following lessons are INCLUDED:</i>
Lesson #2 – Fire Tools, Equipment and Uses
Lesson #4 – Fire Hose
Lesson #5 – Portable Ladders
Lesson #6 – Fire Service Hydraulics
Lesson #7 – Salvage
Lesson #8 – Fire Extinguishers
Lesson #16 – Foam
Lesson #17 – Hydrants
Lesson #19 – Ventilation
Lesson #20 – Forcible Entry
Lesson #21 – Evaluating the Fire Problem - Size-up
Lesson #23 – Fire Stream Placement
Lesson #24 – Driving Fire Department Apparatus and Vehicles
Lesson #32 – 120 Hour Mandated Training Procedures
BUFFALO FIRE DEPARTMENT: OPERATIONS MANUAL UNITS
<i>Only the following units are INCLUDED:</i>
Unit #1 – Incident Command System (1.0 – 1.8)
Unit #2 – Accountability System (2.0 – 2.16)
Unit #3 – Common Fireground Guidelines (3.0 – 3.7.4)
Unit #4.0 – Special Fireground Operations: High Rise (4.0.1 – 4.0.7)
Unit #4.1 – Special Fireground Operations: Light Rail Rapid Transit/LRRT (4.1.1 – 4.1.12)
Unit #4.2 – Special Fireground Operations: Gas Emergencies (4.2.0 – 4.2.7)
Unit #4.3 – Special Fireground Operations: Vacant Abandoned Building Procedures (4.3.1 – 4.3.9)
Unit #6.0 – LDH – Large Diameter Hose Guidelines (6.0 – 6.10)
Unit #8 – Communications Equipment and Guidelines: Communications (8.1 – 8.11)
Unit #9 – Respiratory Protection Policy (9.0 – 9.0.12)

External Source Purchasing Information

External Reference Source	Publisher	Ordering Information
Fire Officer's Handbook of Tactics (4 th Edition) ISBN-13: 978-1593702793	PennWell	http://www.pennwellbooks.com/fire-rescue/fire-strategy-tactics/fire-officers-handbook-of-tactics-4th-edition-audio-book-standard-format/
Brannigan's Building Construction for the Fire Service (5 th Edition) ISBN-13: 9781449688943 (hardcover) ISBN-13: 9781284136135 (paperback)	NFPA	http://catalog.nfpa.org/Brannigans-Building-Construction-for-the-Fire-Service-Fifth-Edition-P13864.aspx
Emergency Care (13 th Edition) ISBN-13: 9780134024554	Brady/Pearson	http://www.mypearsonstore.com/bookstore/emergency-care-0134024559 Candidates may also order by telephone by calling Brady/Pearson at 800-922-0579
Fire and Emergency Services Company Officer (5 th Edition) ISBN-13: 9780879395643	IFSTA	https://www.ifsta.org/shop/fire-and-emergency-services-company-officer-5th/36530
Effective Supervisory Practices (5 th Edition) ISBN-13: 9780873267748	International City/County Management Association (ICMA)	Candidates MUST order by telephone to purchase directly from ICMA. Call ICMA at 770-280-4171

Secondary Assessment (Lieutenant)

The second component of the promotional process is a structured oral assessment (SOA). An SOA is a hybrid between a structured oral interview and an assessment center, whereby several "exercises" are administered. These exercises could be interview-type exercises or assessment exercises. The exercises utilized may be administered over the course of one or more days to ensure security of the process (i.e., your participation may occur over the course of several days). Please see the description below for each type of component. Typically, a SOA consists of several separate interview sessions (concerning separate topic areas with separate panels) and one or two assessment style exercises.

Structured Oral Interview (Lieutenant)

This exercise may consist of a single interview or a series of structured interviews over the course of one or more days. Each structured interview will consist of a series of pre-determined questions. An interview is considered "structured" when the interview content is consistent across all candidates in the process, formal pre-determined job-related rating criteria exist to ensure assessors can consistently and fairly evaluate your performance, and when the interview administration is consistent, structured and follows professional guidelines. The content of the interview questions may vary significantly depending on the rank in question but could include (though are not limited to) the following general topics: Tactical issues (how you would handle certain job-related situations that are technical or tactical in nature); management and supervisory issues (Mgmt. ranks); issues concerning leadership, ethics and best practices; background knowledge, skills and abilities related to the position; community relations and customer service; Problem-solving and analysis and decision-making, etc. Interview questions may be situation in nature (presenting you with situations and asking how you would respond), based on previous experiences (asking you what you have done to handle similar circumstances in the past and what knowledge, skills and abilities you might have developed to handle similar situations in the future), or self-report (describing your skills and abilities; work you have done in preparing for promotion, your job-related background, etc.).

Assessment Center (Lieutenant)

An I/O Solutions' assessment center is a battery of job simulations/exercises geared toward measuring essential skills and abilities of promotional candidates. Common exercises include one-on-one role-plays, group presentations, tactical simulations, in-basket/in-box simulations, management interviews, and written problem solving exercises. In any "role-play" exercise, you will be provided with detailed and specific instructions and you will play the assigned role for the duration of the exercise (e.g., a new lieutenant meeting with a subordinate experiencing work-related performance problems). For example, you might conduct a one-on-one role-play exercise where you meet with a firefighter whom is not performing well and requires your supervision and management to improve. In such an exercise, you will "role-play" with a professional actor (recruited by I/O Solutions and trained specifically for this role). Another role-play exercise might place you at a community meeting to discuss a problematic issue with a particular community group. Another role-play might require you to conduct a shift briefing/roll-call with your subordinates. In such a meeting you would make assignments, discuss relevant issues and introduce yourself to new staff members (based on the instructions for the exercise). Similarly, you might be required to make a formal presentation as part of the assessment center process. This presentation could be on your background, qualifications, skills, abilities and preparations for promotion. In a completely different vein, you might be asked to prepare and present recommendations for changes in fire services and protocols. Tactical exercises may require you to discuss how you would handle critical tactical situations—such exercises could actually require you to interact with role-players or simply provide verbal responses to scenarios (similar to interview questions). Finally, there are a myriad of written exercises that are used in assessment centers including in-basket exercises and written problem-solving exercises. Such exercises will be presented in more detail during the I/O Solutions sponsored orientation sessions.

General Information on Secondary Assessments

In any assessment, you will be evaluated by assessors from outside the agency that are unknown to you to insure the fairest and most consistent process. Candidates are rated according to their adherence to the pre-determined rating criteria in the various exercises and/or interviews. Similar to the written examination, this exercise will be custom developed for the Buffalo Fire Department (including the rating guidelines). I/O Solutions will oversee the process including the development, validation, assessor recruitment, assessor training, assessment administration and rating, and the tabulation of results.

The dates of the secondary assessment process have not been finalized and candidates will be notified of the exact dates in subsequent communication. It is advised that you be mindful of your availability to participate in this test as no alternate test dates will be permitted, except as required by law.

Written Examination Post-Test Scoring, Review and Appeal Process

Immediately after the examination is completed, post-test processes will commence. The post-test processes include two optional sessions. In the first session, you will be allowed an opportunity to conduct a *preliminary grading* of your examination. In the second optional session, you will be given an opportunity to review an examination and a copy of your answer sheet. At this time you may file any examination or item-level appeals. The following section will describe the post-test scoring, review and appeal process conducted by I/O Solutions. All procedures will be explained on the day of the test and minor modifications may be made to the procedures.

Post-Test Scoring: Preliminary Grading Process

An unofficial grading process is utilized. This is considered a preliminary or unofficial grading of the examination as the machine scoring, after appeals, will be considered the final and official examination score. The following steps outline the post-test scoring process.

1. If you choose to stay for the post-test procedures, you will turn in your examination materials and check-out with the examination administrator. You will leave the testing area and you should ensure that your communications do not interfere with those still working on the examination. You must be available to the examination administrator as the post-test process will begin shortly after the last candidate completes the examination or at the end of the examination's timed period.
2. Once the last candidate completes their examination (or once time expires) there will be a 30 minute administrative break. After approximately 30 minutes, all interested candidates will reconvene in the testing room. Candidates will be provided with a photocopy of their answer sheet and in some circumstances, a copy of the answer key will be provided.

3. The test administrator will orally review the answer key, providing the correct answer for each item in the examination. Candidates are asked to conduct an unofficial and preliminary grading of their test at this time and to document their score.
4. Candidates are allowed a pre-specified time period (10 minutes) to add up the incorrect answers and determine their preliminary score.
5. At this time, examination materials are collected from candidates not wishing to attend the post-test review and appeal session (the second optional session). This session starts immediately after the scoring session.

Post-Test Review and Appeal Process

After the preliminary grading process, a second optional session will be held. In this session, examinees may review a copy of an examination along with a photocopy of his/her answer sheet. At this time, and this time only, candidates are allowed to submit appeals to the examination and/or examination items. I/O Solutions will only respond to written appeals collected during this session. In addition, you will not be allowed to review your examination at a later date and file appeals at any other time. The appeals process is conducted at this time to allow for administrative efficiency. The following steps outline the post-test review and appeal process.

1. After other candidates have been checked out of the post-test scoring session, post-test review and appeal procedures will be presented by the examination administrator and an examination booklet will be provided. Please note that the post-test review and appeal process is considered part of the examination administration and thus is an individual process. You may not work with others during this process and you may not talk. If you collaborate with others during this time period, no appeals will be accepted from you OR any individuals you converse with.
2. You will have a predetermined period of time (typically 60 minutes) to review an examination booklet and answer sheet. During this time you may file examination appeals.
3. All appeals are collected in written form and no 'verbal' appeals will be accepted.
4. You may bring your examination sources with you on the day of the test. While you may not bring the sources into the examination room during the actual test administration (you should leave them in your vehicle or outside the room), you may be allowed to bring sources into the post-test review process. An announcement will be made on this matter during the examination administration instructions.
5. Please note that you may not take out any written documentation from the post-test review process. This includes both documentation provided to you and notes that you generate. Thus, if your personal source materials are allowed into the post-test review process, you are forbidden from writing in these documents. While this may seem somewhat intrusive, this is the compromise you must agree to in order to have the convenience of using your own materials.
6. At the end of this session you will turn in any appeals or other writing you have generated during this session. I/O Solutions will only respond to appeals generated during the official test review and appeal session. I/O Solutions responds to all appeals in writing and provides these responses to the agency contact.

The material described above refers only to the written examination. Appeal guidelines are presented in the study guide furnished by I/O Solutions. Please read this information.

NOTE: Examinations will be scored (after receiving, reviewing and making a determination on appeals) after the written examination by I/O Solutions at their offices in Illinois. Results will be forwarded to Buffalo Human Resources whom will mail out your results before the Phase II component.

Secondary Component (Structured Interview, Structured Oral Assessment and/or Assessment Center) Appeals

By rule, and similar to other municipalities, there is no right of appeal regarding the secondary phase of testing—including interviews and other assessments. Thus, you are unable to view the exercise instructions, rating criteria, specific rating packets used by the assessors in scoring your interview/exercise or any other proprietary assessment material associated with the administration phase of the secondary component (e.g., day of test materials). That said, our assessment

consultant will collect formal feedback surveys at the end of the assessment process (upon check-out). You may document concerns in this survey and all documentation will be reviewed by I/O Solutions.

Cut Scores Utilized

A cut score will be utilized on a composite score made up of the written examination and the secondary assessment. A cut score put in place to ensure that only those meeting the minimum qualifications are placed on the final eligibility list.

Please note that with the involvement of federal oversight in the promotional processes, we reserve the right to allow our vendor, I/O Solutions, to set cut scores after the administration of the components and after the analysis of the psychometric properties resulting from the components. In such an instance, I/O Solutions will evaluate several factors related to a component in order to make a decision regarding the cut score. These factors are presented below.

Test data will be used to assist in determining the cut score, including the test mean, standard deviation, test reliability, department needs for promotion during the life of the list, raw candidate passing totals, potential cut point percentiles and candidate performance at various potential cut scores. Based on this data, I/O Solutions will make a recommendation to Civil Service (without consideration for individual candidate performance).

Another factor that I/O Solutions may consider in setting the cut score is the candidate pool's performance on the secondary assessment. One strong consideration in setting cut score at a point that considers the secondary assessment rating scale utilized and the descriptor points on the rating scale. For example, if a rating of "7" is indicative of "adequate performance" for a particular dimension/question(s), the rating scale itself can serve as a guide in setting the cut point in order to ensure that candidates meet standards, as evaluated by the outside assessors. That said, other factors are also considered, including many of the factors presented above (e.g., mean, standard deviation, raw number passing at various cut points, candidate performance at various potential cut scores, etc.)

Raw scores on each component will be statistically transformed to ensure they are accurately weighted in the composite promotional score. The standardization process also ensures a final cut score that complies with local and state Civil Service Rules (i.e., transformed to equate the passing score with a 70, to meet Civil Service requirements).

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Testing Policies

Prompt Arrival—Please note that it is essential that you arrive on time for both the written examination and the secondary assessment (interview, assessment, etc.). It is your responsibility to account for unusual circumstances that may affect your ability to arrive on time, such as weather, traffic conditions, etc. Failure to appear on time for a scheduled testing, interview or assessment session will disqualify you from participation in the promotional process.

Confidentiality of testing and/or cheating—Please note that all content and material associated with both the written examination and the secondary promotional assessment are secure and confidential material, and should remain so for a period of 18 months after a given examination has concluded. This material is critical to the future of the city, the Buffalo Fire Department and the individuals participating in the process. You must not breach the confidentiality of this process. This means that you should not discuss any testing content with any current or former member of the department, citizens of the metropolitan area, agents of test preparation firms, or any other person who has the potential to communicate this secure information to any other person. The information to be held secure and confidential includes (but is not limited to) the following: 1) the specific questions used in the written examination and the answers to the specific questions; 2) the specific sections (e.g., page numbers; specific policies, etc.) where written items were drawn for examination questions; 3) the types of interview or assessment exercises utilized; 4) the specific interview or assessment exercise instructions, material, or requirements; 5) any specifics or generalities regarding your participation in the promotional process including how you handled any interview or assessment exercise and what was said, done or performed by you, the assessors or the actors. Furthermore, you must not divulge any potential criteria or information that may be helpful to others in preparing for this event. In discussing the contents of this promotional process before the expiration of the 18-month period, please understand that you have breached the confidential nature of this testing process and that you may be subject to disciplinary action in accordance with policies and rules and regulations of both the city and the fire department. Please understand that USERRA laws require municipalities to provide testing opportunities to department members on active military duty and thus a required military make-up could be administered at any time after your process has been administered.

In addition, please understand that any unethical behavior (i.e., cheating) associated with the entire promotional process will result in the disqualification of that candidate and possibly, further disciplinary action. This behavior includes (but is not limited to) bringing in unauthorized material to any examination (written, interview, or assessment, etc.), including cheat sheets, source materials, electronic devices, recording devices, etc.; trying to photograph, remove or otherwise take any testing content; or, in any way providing test content to any other individuals (this includes, but is not limited to other test participants, members of test preparation firms, etc.).

EXAMPLES OF WORK – FIRE LIEUTENANT (for illustrative purposes only)

- Evaluates the situation upon arrival, provides accurate size up via radio, ensures proper fire or rescue response of personnel and equipment.
- Conducts size-up to determine critical factors, initial mode of operation, and methods of suppression.
- Maintains radio contact with incident commander or operations chief, communications center and/or other units (fire, EMS, and support) during emergency response, requesting assistance as needed.
- Directs personnel and assists in the location and removal of people from dangerous places.
- Provides emergency medical care/primary patient care.
- Implements the Incident Command System and assumes the role of incident commander until relieved by a senior officer.
- Identifies potential hazards at motor vehicle accidents.
- Uses knock boxes appropriately to gain access to buildings.
- Locates and operates shut-off valves for gas, electricity, oil and water.
- Performs search and rescue operations.
- Blocks traffic if needed to protect victims and firefighters.
- Evacuates persons involved in the fire incident.
- Supervises or participates in the selection and use of proper extinguishing agent, proper hose and nozzle selection, determines when to lay additional fire hose, and ensures appropriate connections.
- Establishes a perimeter if HazMat team is needed (while waiting for arrival of HazMat team).
- Provides victims with immediate needs.
- Supervises or participates in the overhaul activities when appropriate.
- Makes decisions quickly based on evolving and changing conditions.
- Provides an entrance into a structure through forcible entry, using tools such as an ax or sledgehammer.
- Identifies hazardous materials.
- Performs proper ventilation and smoke-removal procedures.
- Critiques the incident to determine strong and weak points for future reference.
- Supervises or participates in salvage activities when appropriate (installation of salvage covers and/or water carries and catchalls, separation of charred material from unburned material, ensuring that merchandise and/or household furnishings are properly arranged and covered, ensuring openings made for extinguishing and/or ventilation are properly covered.)
- Supervises or participates in the use of the aerial master stream.
- Monitors activities, safety and location of emergency personnel and equipment at incident scene
- Raises and climbs aerial and ground ladders.
- Secures emergency scenes until relieved by competent authority, calming distraught victims, relatives, and others, keeping them informed of operations progress.
- Recommends personnel and equipment needs as incident progresses.
- Serves as group or division leader at an incident.
- Takes weather conditions into account when fighting fires.
- Upon return to quarters, ensures that apparatus and equipment are returned to response-ready state and ensures that used equipment is properly treated (e.g., dry hose, re-supply jump kit, etc.).
- Directs driver on safe driving of vehicle while on the way to incident.
- Ensures that all equipment is placed back on apparatus before leaving the scene.
- Selects the safest and most efficient route to the scene.
- Tracks equipment that is being taken from the apparatus in order to ensure that all equipment is accounted for when leaving the scene.
- Provides equipment from apparatus to personnel attending to victims.

- Makes appropriate connections with hoses to the apparatus and the hydrant.
- Trains probationary members.
- Supervises drills, practices and simulations (e.g., vehicle operation, ladder practice, hose practice, high-rise drills, multi-company drills).
- Ensures the operational readiness, cleanliness and availability of equipment, apparatus and the station itself (e.g., personal equipment are placed on the assigned apparatus to be ready for an emergency).
- Participates in critiques following fires or other emergencies.
- Instructs personnel on any new department rules, policies, and procedures.
- Identifies areas that need improvement among members/subordinates and determines how to improve members' skill sets.
- Provides guidance and supervision to staff in safety and procedural training, daily physical training, and proper use of equipment.
- Participates in training to update job knowledge and skills.
- Meets with shift and other-shift personnel to discuss problems, events, current information, and the handling of past emergencies to improve future performance.
- Studies the locations of streets, buildings, water systems, etc.
- Ensures that members of the unit meet the standards of dress, appearance, performance, and conduct.
- Ensures that personnel attend appropriate mandated training and attend fire in-services as scheduled.
- Conducts training presentations.
- Develops, coordinates and conducts in-service training classes for areas related to fighting fire, EMS, and life rescue.
- Enforces departmental standard operating guidelines, rules, regulations and orders, etc.
- Communicates relevant department information to coworkers on the oncoming shift.
- Ensure that all personnel have the appropriate personal protective equipment in a serviceable condition and state of readiness.
- Ensure that his/her and all subordinates' personal protective equipment are placed on the assigned apparatus to be ready for an emergency or shift change.
- Ensures that all station staff carries out their station duties and the work assigned to them.
- Accounts for all tools on the apparatus.
- Properly intervenes to settle an argument or interpersonal problems among staff.
- Ensures that all personnel assigned to his/her company and station are familiar with their assigned apparatus.
- Explains and enforces policies and procedures, counseling staff in a fair and equal manner as necessary.
- Encourages staff to reach individual and unit goals (e.g., provides relevant training, answers questions, and ensures availability of supplies/equipment).
- Develops a work environment which focuses on quality service delivery and the enhancement of employee job satisfaction and performance.
- Recognizes employees for excellence in performance and establishes corrective action to be taken to rectify less than acceptable performance
- Works with staff to establish appropriate goals and objectives for individuals and units (e.g., discusses performance-related problems and establishes a plan for improvement).
- Commands and coordinates the activities of firefighting personnel at a fire scene (e.g., positioning of fire apparatus, search and rescue, protection of exposures, confinement, water supply, extinguishment, ventilation, salvage, and overhaul).
- Facilitates daily shift meeting to cover shift activities and to review any new SOPs, changes to existing SOPs or other pertinent information (e.g. special assignments from the Captain/Battalion Chief/Division Chief or other company officers).

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IMPORTANT INFORMATION REGARDING WEATHER CONDITIONS ON THE DAY OF THE EXAMINATION

In the event of severe weather conditions on the day of the examination, please listen to the following radio/TV stations for postponement or delay in the starting time of the administration of the examination: WGR-55 AM RADIO, WJYE-FM RADIO OR WIVB-TV (CH. 4). If no such announcement is made, you must presume that the examination will be administered as scheduled.

IMPORTANT INFORMATION FOR USE OF VETERAN'S CREDITS

If you are currently serving on active duty in the Armed Forces of the United States, you may apply for veteran's credits. These veteran's credits shall be granted on a conditional basis at time of establishment of the eligible list. You will be

restricted from certification using these credits until you have received an honorable discharge or release under honorable conditions. Your **DD214** must be presented as proof of service during war time, before you can be certified for appointment from the eligible list using these credits.

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NOTICE TO EXAM PARTICIPANTS

Additional Points Available to Children of Police Officers and Firefighters Killed in the Line of Duty
(Section 85-a, NYS Civil Service Law, effective 9/17/02)

Applicants claiming these points must do so in writing (you may enclose in application), indicating the name, title, relationship and place of employment of the deceased parent.

Eligibility for points will be reviewed and applicants may be required to submit additional information to verify the claim.

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Additional points available to siblings of Firefighters and Police Officers killed in the line of duty as the result of the September 11, 2001 World Trade Center Attack (Chapter 500, Laws of New York 2003).
For more information, check with the Department of Human Resources, Civil Service office.