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Are the Current Testing Components for the Position of Lieutenant Adequate for Howland Township?

By: James T. Pantalone II
Captain
Howland Township
169 Niles Cortland Rd. NE
Warren, Oh. 44484

An applied research project submitted to the Ohio Fire Executive Program

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

2. I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

Signed: James I Pantalone II

Printed Name: James I Pantalone II

ABSTRACT

This research project identified deficiencies within the individual components of the promotional testing process for the position of lieutenant at the Howland Fire Department. The research began after the 2003 promotional process when candidates displayed dissatisfaction with the testing process. The purpose of this descriptive study was to make recommendation to the chief of fire for the use of specific individual testing components within the testing process for the first level supervisory position of lieutenant.

This descriptive study used historical research and survey methods to (1) identify components of the 2003 promotional testing process, (2) determine why these components were utilized, (3) examine the candidates' perceptions of the process, (4) identify promotional testing components implemented in other departments, and (5) offer recommendations to strengthen testing components. A literature review was conducted to evaluate what was published on promotional testing and its components. Surveys were sent out to local departments to evaluate and compare their processes with that of the Howland Fire Department. An additional survey was given to the candidates to gather their insight to the implemented testing process.

The results of the study concluded that several testing components were effective and not in need of changes. These included the written examination, oral assessment, and writing assignments. The promotional testing process for the Howland Fire Department lacked an informational packet for applicant as well as an appeals process for the candidates.

The recommendation for the Howland Fire Department was to maintain the current testing process and incorporate two additional components. An information packet and appeals process would be designed and implemented. A board would be appointed to oversee the testing process and any discrepancies found within it.

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INTRODUCTION

Statement of the Problem

In 2003, the Howland Fire Department changed the process in which it evaluated an employee for promotion to the entry level supervisory position of lieutenant. Traditionally, officers were chosen based on seniority and the fire chief's recommendation. This new process evaluated a candidate's technical knowledge and practical skill both on and off the fire ground based on several areas of influence, including job performance reports, employee appraisals, human resource management skills and administrative capabilities. Each of these areas was evaluated using processes such as written examination, scenario based assessment centers, oral review boards and writing assignments. However, at the conclusion of the promotional process, it became evident that the new process did not satisfy all parties involved. The problem that this study addressed was to identify deficiencies within the individual components of the promotional testing process for the position of lieutenant at the Howland Fire Department.

Purpose of the Study

The purpose of this descriptive study was to make recommendation to the chief of fire for the use of specific individual testing components within the testing process for the first level supervisory position of lieutenant.

Research Questions

Descriptive research was used to answer the following questions:

1. What are the components of the current promotional testing process for the position of lieutenant?
2. Why were these components utilized for this testing process?

3. What were the candidates' perceptions of the process?

4. What are other departments doing for promotional testing?

5. What changes should be made to the components of the current promotional testing process?

BACKGROUND AND SIGNIFICANCE

In January of 2003, the Howland Fire Department consisted of three fire stations. The main station was located on State Route 46 in Howland Corners and was constructed in 1945. Two additional sub stations were constructed twelve years later and were located at 3403 Ridge Rd. SE (Station #31) and 2180 Wilson Ave. NE (Station #32).

In its infant years, the Howland Fire Department relied on a volunteer staff that responded to emergencies by a fire whistle. These personnel initially provided only fire suppression and later added emergency medical services to the residents and visitors of Howland Township and surrounding communities. Continued growth in population and industry forced the department to employ career and part-time personnel to fulfill the needs of the community.

A redeployment of staffing in the spring of 2003 for the Howland Fire Department maintained five personnel at the main fire station, relocated two career personnel to Station #32, and continued to operate Station #31 as a volunteer station that provided the initial response while awaiting assistance from one of the other stations. At the onset of this new staffing deployment, Station #32 was assigned three new lieutenant positions for supervisory purposes, one lieutenant for each of the three shifts. At this time, promotions were based on seniority and the fire chief's recommendation. However, the Howland Fire Department felt the need to enhance their promotional process. Research and time was needed to develop a new promotional process. So, these three vacant positions were fulfilled by interim personnel who were appointed based solely on seniority in the department. It was agreed to and understood by all personnel that these interim assignments were only temporary until a testing process could be developed and implemented, and that once such a process was in place, each position would be subject to reassignment.

During these months, the fire chief and assistant chief collected testing processes and components from surrounding departments. They determined that other departments evaluated candidates based on several areas of influence, including job performance reports, employee appraisals, human resource management skills and administrative capabilities. Each of these areas were evaluated using processes such as written examination, scenario based assessment centers, oral review boards and writing assignments. These individual components were designed to evaluate a candidate's technical knowledge and practical skill in chosen areas and test one's ability to manage personnel effectively on and off the fire ground. The Howland Fire Department adopted several of these components as part of the 2003 promotional testing process for lieutenant. This was the first time in the history of the Howland Fire Department that a documented process allowed candidates to test for an officer's position.

This progression took nearly six months to complete, during which the interim personnel completed all roles and responsibilities of a first level supervisor. The components and processes were presented to and agreed upon by labor and management. Those who were interested in the position submitted a resume and cover letter to the fire chief. A total of nine applicants responded prior to the deadline. Candidates were provided with minimal information regarding testing format. Any information received was gathered primarily through word of mouth.

Candidates first underwent a written examination. To prepare for this testing component, each candidate was given a list of required readings. These readings included topics on building construction, fire stream management, health and safety issues and management principles. The written examination component comprised of sixty-five multiple-choice questions to examine the candidate's knowledge on the selected readings. This test comprised forty percent of the overall assessment.

Next, the candidate completed an oral assessment evaluation that was administered by a panel of four experts in the fire service. These experts led the candidate through a hypothetical, orally based fire scenario while playing the roll of the incident commander (IC). It was the IC's responsibility to apply fire tactic knowledge and to simulate a fire attack. In the scenario, upon arrival to a commercial single story storefront plaza, there was a small fire in one store that rapidly changed to a large scale incident with repeated complications. When the panel felt that the candidate provided sufficient information for evaluation, the incident was brought to a close. The experts evaluated the candidate primarily on departmental procedures, fire tactics and fire scene management. Other areas of interest included water supply, handling the arrival of multiple agencies and setting up rehabilitation for firefighters on the scene. The oral assessment process comprised fifty percent of the overall evaluation and was administered as a pass or fail examination. A passing evaluation permitted a candidate to continue the promotional process, while a failed evaluation disqualified the candidate completely.

The remaining portion of the promotional procedure was dedicated to administrative procedures as well as the fire chief's recommendation. The candidate was given two writing assignments. Each candidate entered the answers using a designated computer at the fire station. Each writing assignment was based on a brief story problem describing a scenario that violated departmental policy. The candidate had to define the problem as it pertained to township and departmental policy and explain how the violation should best be handled. If the candidate believed a disciplinary action was warranted, a violation of rules form was provided for completion. Personnel were graded on content, grammar, spelling and their overall ability to communicate in written format. Also included in this final portion was a recommendation from the fire chief. This recommendation evaluated an employee's attendance record, on the job

performance and training certifications. This third and final portion comprised ten percent of the overall evaluation. Figure 1 shows the breakdown in percentage of the overall evaluation of the promotional process.

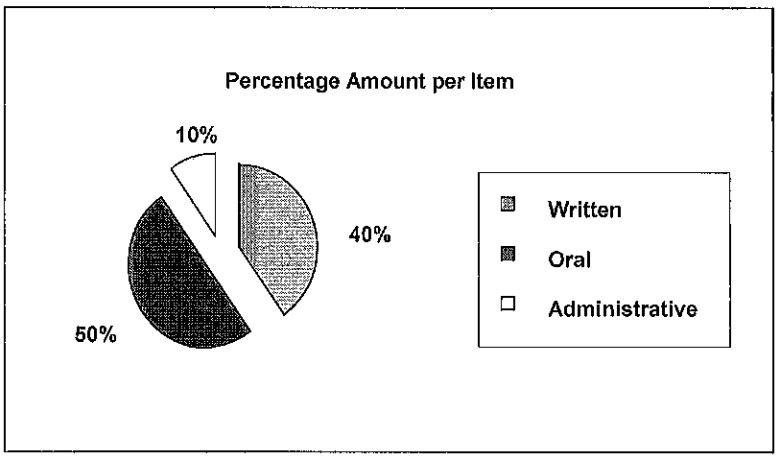

Figure 1 – Denotes Percentage of Process Disbursement

Since this testing process was new to the Howland Fire Department, a questionnaire was designed to evaluate the process for future recommendations. This four-part questionnaire was to be given to the nine candidates, but was never distributed. In the event that a conflict was found, participants were given no course of action and no grievance process. Nevertheless, the promotional process appointed three new personnel to the lieutenant positions and the interim employees were relieved of their responsibilities, returning them to their previous positions as firefighters. This transition of power did not go smoothly. Those who were asked to leave their interim positions, as well as the candidates who were not chosen for these positions, questioned the process implemented and believed it to be flawed.

Failure to restore confidence in the promotional process could have been debilitating to the Howland Fire Department. Without a thorough examination of the new promotional process, the lack of trust could have multiplied. Uncertainty would have affected future promotions,

perhaps discouraging talented candidates from applying for promotions, or even encouraging these potential leaders to seek employment at other nearby departments. Had this lack of trust been brought to the general public's attention, skepticism of the department's abilities may have soared, causing citizens to reject future funding. In turn, the Howland Fire Department's effectiveness in the community would have declined. This study aimed to provide a clearly defined and documented promotional process, restore confidence in the promotional process, and promote well-rounded future leaders of the department and community.

LITERATURE REVIEW

National Fire Protections Association (NFPA) 1021 describes the necessary education for the fire officer level I (National). A candidate shall meet the requirements of fire fighter II as described in NFPA 1001, fire instructor as defined in NFPA 1041 and the job performance requirements defined in NFPA 1021. The NFPA parallels the International Association of Fire Chiefs Development Handbook regarding fire officer I job requirements, standards, requisite knowledge and skill sets (International Association of Fire Chiefs). Prerequisite skills include an officer's ability to communicate effectively when writing reports, memos, and letters and operate within a management system (National, 4.1.2).Requirements and job qualifications are defined beginning with general knowledge of the organizational structure of the department. This includes all aspects of administrative duties, emergency responses and cultural and political aspects of the community and surrounding areas. Additional points of order included a supervisor's ability to manage subordinates, plan and carry out the necessary tasks of the operation and develop improvements regarding work methods and procedures.

According to the Operating Manual for Qualification Standards from the United States Office of Personnel Management, an important ability of a first level supervisor is to effectively communicate with others in both written and oral format (United States Office of Personnel Management [USOPM], Section IV-A, p. 29-32). The office holding the position must have the ability to effectively plan and carry out individual assignments while understanding management's goals for the situation and organization. Equally as important are the personal attributes of a supervisor regarding flexibility, objectivity, and fairness when judging their personnel. A first level supervisor shall also possess necessary technical skills and competence based on the position being filled. Decisions on screening, ranking, and selecting candidates

should be based on a careful evaluation of all information available about all candidates. In this process, particular attention should be directed to education, training, or experience that has provided candidates with a grasp of supervisory or managerial theories, techniques, and practices. According to this manual, "Candidates must have demonstrated in their work experience or training that they possess, or have the potential to develop, the qualities of successful supervision" (USOPM, Section IV-A, p. 29).

Chapter 4 of the United States Department of Labor Good Practices Guide [USDLGPG] gives description of different types of tools and procedures that organizations have commonly utilized to conduct personnel assessment. "Assessment centers are most widely used for managerial and high level positions to assess manager potential, promotability, problem solving skills, and decision-making skills" (USDLGPG, Chapter 4-7, #9). It also makes reference to standard achievement tests as being utilized to determine how much the individual knows about a particular job and its tasks and responsibilities.

Bettison conducted a research study on the Impact of Assessment Centers on Law Enforcement. After a review of literature on assessment center testing, construct, validation and reliability, he recommends that for future management positions, all information concludes that the assessment center is the best method for testing.

Comstock believes that there is an experience component for candidate's to test. Most entry level officers' positions require a minimum two to five years on the job prior to being able to submit a resume to test.

Ohio Revised Code states the necessary minimum requirements for promotion of fireman within a civil service examination process (Ohio Revised Code [ORC], 124.45). It continues to discuss individual requirements including the initial posting of the job position, additional points

for seniority, protest and appeal procedures. It concludes that eligible lists shall continue for a period of two years and may be utilized to fill any such vacancies (ORC, 124.46).

Kohlan surveyed police promotional procedures in fifteen jurisdictions across the United States. It was found that all of the fifteen jurisdictions utilized a multiple choice written examination. Two of the fifteen provide a test that evaluates general intelligence and reading comprehensive and the others utilized a more traditional test that was job related including subjects areas in supervision and administration. Furthermore all of the jurisdictions provided some type of appeal or protest procedure and nearly all of the jurisdictions allowed applicants to study the a copy of the test at the civil service office after completion of the test (Kohlan).

Mulligan studied the Impacts of Promotional Exam Processes in an applied research project submitted to the National Fire Academy. His research was to understand the methods and processes of promotional testing being utilized in like suburban combination departments. His recommendations were to adopt a documented process that established a list of candidate requirements, a written examination and oral interview conducted by chief level officers, not of the department where the promotional testing was being conducted (Mulligan).

PROCEDURES

In order to identify the components of the promotional testing process utilized in 2003 for the Howland Fire Department, meetings were conducted with the Howland Township Fire Chief and Assistant Chief. Each meeting was held on an individual basis. These meetings adopted an interview-like format (G. D. Brown, personal communication, October, 2006) to understand the new promotional testing process, how it fulfilled the existing job requirements and how it was administered. Results from each meeting were reviewed for consistencies and inconsistencies.

Historical research was used in the literature review to determine promotional testing processes already written and published. Several research papers were reviewed along with other publications within the fire service. Contractual agreements, policies and guidelines regarding promotional testing within other agencies were also reviewed.

Descriptive research in survey format was utilized to measure the intra-departmental skepticism expressed by the nine candidates who participated in the 2003 promotional process (Appendix 1). The survey was comprised of ten questions and was conducted to gain information from each of the candidates regarding their personal opinion about the testing process. Of the nine candidates surveyed, seven responses were valid. One survey was not returned. Another was discarded to eliminate any potential bias since the researcher of this study participated in the promotional testing process. The survey questions paralleled the original four-part questionnaire that was developed for the candidates to evaluate the process, but was never distributed. In order to minimize any bias opinions based on whether or not a candidate was selected for promotion, questions were intentionally close ended. Questions focused on the individual components of the process, as opposed to personal dissatisfaction. Only the final question of the survey allowed for expression of personal opinion. As with many surveys, whether or not each candidate answered

objectively is unknown; however, the format chosen attempted to minimize this as best as possible.

Descriptive research in survey format was also used to determine what promotional procedures other neighboring departments utilized (Appendix 2). An internet based survey was designed to measure job requirements, promotional testing components, and scoring procedures. Questions were developed based on professional findings such as those cited in the literature review section. The survey was proof read and piloted by other staff officers who did not participate in the promotional process or the research study. The surveys originally focused on departments within Trumbull County. These departments vary in employee structure, including volunteer, part-time and career. These departments also vary in demographics of funding, population and department size. Due to this diversity, the original research limited the sample to ten departments within Trumbull County with similar external demographics as Howland Fire Department. Surveys were emailed to each of the ten fire chiefs, and of this sample, only five responded. After repeated emails and follow up phone calls, the response rate did not increase. However, only two of the five responses had a competitive testing process for the first supervisory position of lieutenant. Due to a limited response, the original sample was expanded to include Portage County. Limitations were still placed on demographics. The same survey was used for this new sample. The new sample was surveyed within six months of the original sample, thus being conducted within similar external environments. Of the fourteen surveys emailed to the fire chiefs in Portage County, four responded, all of which had a competitive testing process for the first supervisory position of lieutenant. With both counties' responses, the sample was large enough from which to draw inter-departmental comparisons (See Table 1).

Table 1 – Responses to Inquiry

TRUMBULL COUNTY			PORTAGE COUNTY		
Department	**Response**	**Competitive Testing Process**	**Department**	**Response**	**Competitive Testing Process**
Bazetta	Replied	No	Atwater	No Reply	Yes
Bristol	Replied	No	Aurora	Replied	Yes
Brookfield	Replied	Yes	Brady Lake	No Reply	n/a
Champion	Replied	Yes	Brimfield	No Reply	n/a
Cortland	No Reply	n/a	Charlestown	No Reply	n/a
Liberty	No Reply	n/a	Deerfield	No Reply	n/a
Niles	No Reply	n/a	Edinburg	No Reply	n/a
Warren City	No Reply	n/a	Garrettsville	No Reply	n/a
Warren Township	No Reply	n/a	Hiram	No Reply	n/a
Vienna	Replied	No	Kent	Replied	Yes
			Palmyra	No Reply	n/a
			Streetsboro	Replied	Yes
			Suffield	No Reply	n/a
			Ravenna Township	Replied	Yes

RESULTS

Research Question 1: What are the components of the current promotional testing process for the position of Lieutenant? The meeting held with the Howland Township fire chief and assistant chief provided insight into the format of promotional process implemented. Each candidate underwent a three-part exam. The first was a written examination with sixty-five questions presented in multiple choice format based on required readings, and made up forty percent of the overall test. The second part was an oral assessment administered by a panel of four fire service experts in which candidates were evaluated based on their responses to hypothetical fire scenarios. This part comprised fifty percent of the exam and was scored as pass or fail. The third part consisted of the fire chief's recommendation as well as the candidate's abilities to handle administrative procedures violations, to which such problems were presented as two story problem writing assignments. These two parts made up the remaining ten percent of the exam.

Research Question 2: Why were these components utilized for this testing process?

The Howland Township Fire Chief and Assistant Chief utilized the written examination to evaluate the candidate's comprehension of the required readings. Readings were based on topics that would enhance the candidate's leadership skills in management, health and safety issues and general fire knowledge.

Research Question 3: What were the candidates' perceptions of the process? On a scale of poor, fair, good and excellent, one respondent rated the process as "poor," five out of seven of rated the process as "fair," and one rated it as "good." Additionally, the candidates were asked to rate their satisfaction with the seven individual testing components using a scale of dissatisfied, satisfied, and totally satisfied. The majority of candidates rated four of the seven components as

"satisfied." These components include the oral assessment, fire chief recommendation, writing number one, and writing number two. The majority of candidates rated reference books as "satisfied" or better. The majority of candidates rated the written examination and the challenge components as "dissatisfied." When asked if there were any additional recommendations on the overall test format, one candidate suggested that each candidate sign a letter of understanding. This letter would explain the process and attempt to limit the confusion with the evaluation process.

Research Question 4: What are other departments doing for promotional testing? Six of the nine departments who responded had a competitive testing process for the first level supervisory position of lieutenant. All six departments pre-screened applicants and accepted only those with a minimum of three years experience. All six departments incorporated a written examination into their promotional process, of which all were in multiple choice formats. All six departments incorporated an oral component. Five of the six departments incorporated a means for resolving conflict. Only one of the six departments included additional testing components not stated in the survey, but did not elaborate.

Research Question 5: What changes should be made to the components of the current promotional testing process? Consistent with findings from all other departments who responded to the survey, Howland Fire Department screens its applicants based on three years minimum experience. Howland also offered a multiple choice written examination as well as an oral assessment. This was consistent with all six departments. No suggestion for change within these stated areas is required at this time. However, five of the six departments who responded also incorporated a means for resolving conflict. This was a component lacking in the Howland Fire

Department's process of 2003. The Howland Fire Department should incorporate this component in future promotional testing processes.

DISCUSSION

Although Howland Fire Department recognized a need for a new promotional process for the position of lieutenant, this study found that the problem was not as overwhelming as first believed. The literature review and departmental survey results implied that both written and oral examinations are acceptable components utilized to evaluate candidates for an entry level supervisory position.

This study has identified an appeals process as the one key component lacking in the 2003 promotional testing process. The literature review found that successful promotional processes include a procedure for protest and appeals (ORC – Ohio Revised Code 124.45). Five of the six departments who responded to the survey incorporated a means for resolving conflict. Furthermore, the candidate questionnaire showed that six of seven were dissatisfied with the challenge component. Since three candidates were selected for promotion to lieutenant, the results indicate that even those promoted were dissatisfied with the challenge component. This led the researcher to conclude that a true flaw existed. The candidates were not provided with the opportunity to express their concerns with the newly designed testing process. This in turn left nearly all candidates with an overall impression that the promotional testing process was "fair" on a scale for poor, fair, good, and excellent. The researcher believed that adding an appeals process will provide candidates with a more positive attitude toward the overall testing process.

Additionally, the study found that one candidate recommended that all contestants sign a letter of understanding prior to participating in the promotional process. Had all candidates received an informational packet with a breakdown of the testing methods, their expectations would have been properly aligned with the testing format. This is important since the three

positions were newly created and expectations of the promotional process into these positions were previously undetermined.

The implications of this research will be utilized to refine and document the current promotional process for the Howland Fire Department. Additional anticipated outcomes are to restore confidence in the testing process promote well-rounded future leaders of the department and community.

RECOMMENDATIONS

Howland Fire Department's promotional process must maintain several components of its current process as well as develop additional ones. Both the literature review and the departmental surveys conclude that written examination, oral assessment, and writing assignments are individual components that have proven to be necessary and effective. In contrast, Howland Fire Department must further develop an information package and appeals process.

The informational packet shall be distributed to potential applicants for a promotion. This packet shall contain information detailing the prerequisites for that position, including all necessary education, training, years of experience and any job requirements that apply. The packet will also provide an outline of the testing procedures, including its components, breakdown of grading scale, and a description of any supplemental materials such as designated readings. Additional information will include time sensitive dates such as application deadlines, date of examination, and general time line to be followed. Upon applying for the position, the applicant will sign a letter of understanding that states all materials have been reviewed and accepted.

The appeals process shall be adopted so that candidates have the opportunity to provide feedback on the promotion process. The study showed that the Howland Department had drafted a question for candidates, but it was never distributed. It is recommended that this document be reviewed and its contents be edited to best evaluate the testing process. In the case of a complaint or expressed dissatisfaction, it is recommended that the chief of fire appoint a board as a third party review. This board will evaluate the situation and offer solutions to the chief of fire. If the

situation is not able to be rectified by the board, the chief of fire may choose to seek outside opinions or seek legal council from the township.

This research study focused on individual components of the promotional testing process, and it is understood that additional questions may arise requiring further investigation. Such investigations may include job requirements, validity and reliability of testing components, and how each component measures a candidate's knowledge and skills.

When defining a promotional process, it must align with the organization's goals and mission. Multiple components exist to evaluate a candidate. Promotional processes must continually be reviewed as the organization's strategic goals change. If strong leaders are to be promoted, then the organization must invest its time to strategize and define the ideal promotional process for its future. A clearly defined and well planned process will prove to be a long term benefit toward the effectiveness of the Howland Fire Department.

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APPENDIX 1 – CANDIDATE QUESTIONAIRE

Dear Fellow Employee,

I am currently enrolled in the Ohio Fire Executive Program through the Ohio Fire Chiefs' Association. I have taken on a project related to promotional testing for officers. Your assistance in completing this questionnaire is very important to my research.

Please complete the following questionnaire about the promotional testing process administered in 2003. Both pages may be returned to my mailbox in the Captain's office at the Howland Fire Dept. Please use the attached envelope and be sure to seal it closed. Your rapid response by _____ is greatly appreciated. I understand it has been awhile since the process, please be as accurate as possible.

1. Did you participate in the promotional testing process of 2003?

   ☐ Yes ☐ No

   7 Yes 1 Not Returned 1 Thrown out

2. Did you complete all of the components of the promotional testing process of 2003?

   ☐ Yes ☐ No

   7 Yes 1 Not Returned 1 Thrown out

3. How many years have you been a career member of the Howland Fire Department?

   ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ >20

   0 1-5 1 6-10 0 11-15 3 16-20 3 >20 1 Not Returned 1 Thrown Out

4. In your career with the Howland Fire Department, have you acted in the position of an Officer in Charge (OIC) prior to being a candidate for the promotional process?

   ☐ Yes ☐ No

   6 Yes 1 No 1 Not Returned 1 Thrown Out

   If yes, explain

   _____

   _____

5. Which of the following educational classes have you completed prior to the testing process of 2003?

☐ Company Officer Development

☐ Fire Officer I

☐ None

☐ Other, specify _____.

6 Company Officer Development

2 Development and Officer I

1 Other 1 Not Returned 1 Thrown Out

7. Please check the appropriate box for each item listed below.

	Totally Satisfied	Satisfied	Dissatisfied
Reference books for written examination	☐	☐	☐
Written Examination	☐	☐	☐
Oral Assessment Center	☐	☐	☐
Fire Chief Recommendation*	☐	☐	☐
Writing Assignment #1	☐	☐	☐
Writing Assignment #2	☐	☐	☐
Challenge Process	☐	☐	☐

*includes writing assignments #1 & #2, performance appraisals, seniority, attendance and certifications.

Reference books	1 Totally	3 Satisfied	3 Dissatisfied	
Written Exam	0 Totally	2 Satisfied	5 Dissatisfied	
Oral Assessment	0 Totally	5 Satisfied	2 Dissatisfied	
Fire Chief Recom.	0 Totally	4 Satisfied	3 Dissatisfied	
Writing #1	0 Totally	5 Satisfied	1 Dissatisfied	1 No answer
Writing #2	0 Totally	5 Satisfied	1 Dissatisfied	1 No answer
Challenge	0 Totally	1 Satisfied	6 Dissatisfied	

8. For future promotional testing processes for the Howland Fire Department, which if any section would you remove?

☐ Written Examination

☐ Oral Assessment

☐ Fire Chief Recommendation

☐ None

1 Written Examination
0 Oral Assessment
2 Fire Chief Recommendation
4 None 1 Not Returned 1 Thrown Out

9. Is there any additional section or procedure that you would recommend for future promotional testing processes at the Howland Fire Department?

_____

_____

People participating in the test should sign a letter that they understand everything

Appeals Process

10. How would you rate the overall promotional testing process?

☐ Excellent ☐ Good ☐ Fair ☐ Poor

0 Excellent
1 Good
5 Fair
1 Poor 1 Not Returned 1 Thrown Out

APPENDIX 2 – DEPARTMENTAL SURVEY

The following survey is being conducted to evaluate different promotional testing processes for the position of lieutenant in Trumbull County. Your assistance it greatly appreciated.

1. Does your department have a competitive testing process for the first level supervisory position of Lieutenant? If your answer is "No," you will be re-directed to the end of the survey. Thank you for your participation.

☐ Yes ☐ No

9 Answered 0 Skipped 6 Yes 3 No

2. Does your department follow civil service guidelines for promotional testing?

☐ Yes ☐ No

6 Answered 3 Skipped 1 Yes 5 No

3. How many years of service is an employee required prior to testing for a lieutenant's position within your department?

☐ 1-2 yrs. ☐ 3-5 yrs. ☐ greater than 5 yrs.

6 Answered 3 Skipped 3 3-5 3 >5

4. Does your department require any type of prerequisite education prior to an applicant applying to take a promotional test?

☐ Yes ☐ No

6 Answered 3 Skipped 1 Yes 5 No

5. If yes, please check any of the following if applicable. You may check multiple if necessary.

☐ Company Officer Development

☐ Fire Officer I

☐ Other, please specify. _____

6 Answered 4 Skipped 1 Both – Choice 1 and 2 5 No

6. Does your promotional process consist of a written examination?

☐ Yes ☐ No

6 Answered 3 Skipped 6 Yes 0 No

7. If yes, what type of written examination is it?

☐ Multiple-choice

☐ Essay

☐ Other

6 Answered 3 Skipped 6 Multiple Choice 0 Essay

8. How are the materials selected?

☐ Fire Chief

☐ Testing Board

☐ Current Officer Staff

☐ Other, please specify _____

6 Answered 3 Skipped 4 Fire Chief 2 Other

9. Who completes the grading process for the written examination?

☐ Fire Chief

☐ Testing Board

☐ Current Officer Staff

☐ Other, please specify _____

6 Answered 3 Skipped 1 Fire Chief 5 Other

10. Does the written examination serve as a pass / fail for applicants to continue on with other components of your testing process?

☐ Yes ☐ No

6 Answered 3 Skipped 5 Yes 1 No

11. Does your testing process consist of an oral assessment center?

☐ Yes ☐ No

6 Answered 3 Skipped 6 Yes 0 No

12. Does your testing process provide a candidate a means for resolving conflict with any portion of the promotional testing process?

☐ Yes ☐ No

6 Answered 3 Skipped 5 Yes 1 No

13. Are there other components to your testing process that were not addressed in this survey?

☐ Yes ☐ No

6 Answered 3 Skipped 1 Yes 5 No

14. Please list them in the space provided.

---

1 Response – Other

15. How would you rate your departments overall satisfaction with the current promotional testing process for lieutenant?

☐ Excellent ☐ Good ☐ Fair ☐ Poor

6 Answered 3 Skipped 1 Excellent 3 Good 1 Fair 0 Poor

16. I would like feedback on the results of this survey.

☐ Yes ☐ No

6 Answered 2 Yes 4 No