

# Fire Tests

## Donnoe & Associates' 2011 Written Test Catalog

Welcome to our **Fire Service Written Test Catalog**. We have a total of 11 Fire Service test / occupational titles. Additionally, we have EMT test supplements and alternate forms of many stock tests. Test titles are listed below, followed by complete test outlines.

### Fire Service Written Tests

#### Fire Operations Tests

Entry Firefighter

Skilled Firefighter

EMT-Basic & Intermediate Test  
Supplement

EMT-Paramedic Test Supplement

Driver Engineer

Fire Captain

Fire Battalion Chief

#### Fire Prevention and Dispatcher Tests

Fire Prevention Officer

Fire Inspector

Fire Dispatcher

911 Dispatcher

Emergency Communications Center Supervisor

Supervising Public Safety Dispatcher

### **Build-A-Test<sup>SM</sup> From our Fire Service Test Library or our Test Competencies List**

From our extensive test item bank, we can *Build-A-Test* for specific job classifications. Agencies can select from the list of references and/or competencies at the end of this catalog. We can also write new questions to address specific competencies, knowledge or skills based on job analysis information.

We maintain and continually update a complete test item bank for the fire service, with all items referenced to current books and training materials.

## Test Validity

Professional and regulatory guidelines for personnel selection examinations include the Uniform Guidelines on Employee Selection Procedures and the Principles for Validation and Use of Personnel Selection Procedures. These guidelines require that personnel selection exams be validated by what is known as criterion or content validation strategies. Criterion validation is a demonstration that scores on the test are correlated directly with job performance or training academy performance. Content validity focuses on the relationship between the content of the test and the content of the job. Further, validity (criterion and content) considers both exam administration and exam outcome factors.

Donnoe & Associates' written test for Entry Firefighter (F-201) is designed to predict training academy performance. We have statistical criterion related validity evidence to support this test. Validity reports are available upon request.

Most of our exam products including Stock Written Tests, *Build-A-Test* and Custom Written Tests, as well as oral exams, performance exams and assessment centers involve measurement of job knowledge or ability. These types of tests are best supported by content validity. For these tests we work closely with you, our client, to ensure that the content of the test is based on the job (job analysis, consultation on test assembly, and exam review by your subject matter experts). We provide test administration guidance including proctoring directions, and we offer scoring services as well as consultation on test score interpretation and passing scores, all at no additional fee. These steps, ensure that the examinations provided to your agency are valid and will be administered in a fair and consistent manner.

It is also important to note that a valid exam plan will go beyond a written test, and will normally include other elements, such as an oral exam, a performance test or an assessment center. This also includes not placing too much emphasis (exam weights) on measurement of abilities and knowledge through a written test; here we typically recommend that a written test be weighted less than half of the overall exam plan. We would be pleased to assist your agency with exam planning or to provide consultation on how to best use our tests.

# Entry Firefighter F-201

We have three alternate forms for the **Entry Firefighter** test: **F-201-A**, **F-201-B**, and **F-201-C**. These three test forms are based on a common test item bank. This test is designed to predict candidate success in a fire training academy. For agencies who are recruiting candidates who already possess a Firefighter I certification, please see our **Skilled Firefighter** test (F-223). The Entry Firefighter test outline is shown below. F-224 and F-225 EMT Supplements can be added to this test at no additional charge (see the next page for outlines of the EMT Supplements).

## Entry Firefighter F-201

Items	Description
25	Reading Comprehension
25	Math Ability
25	Teamwork and Customer Service
15	Mechanical Aptitude
10	Map Reading

The time limit for this test is 1 hour and 40 minutes. There is no pre-test study guide. Test administration is very straightforward, and does not include assessment of candidate's listening skills (i.e., the proctor does not have read-aloud components).

This test is designed to assist agencies to select candidates for entry to a fire academy. For those agencies that require candidates to possess a Firefighter I certificate before testing, see our Skilled Firefighter tests (F-221 and F-222).

Validity evidence for Donnoe & Associates, Inc.'s Entry Firefighter written test includes content and criterion evidence. This test was initially designed around a content validity strategy. Test construction was guided by the results of a task-oriented job analysis in one large agency, and confirmed in later multiple job analysis studies with other large agencies. Next, the test was administered to a sample of greater than 200 incumbent Firefighters, supervisory performance ratings were collected, and the test was correlated with job performance. This is referred to as criterion validity, using a concurrent sample. The observed uncorrected validity coefficients from this study include: (1) correlation between this test and supervisory ratings of overall individual Firefighter's job performance = .2262 ( $p < .001$ ); and (2) correlation between this test and supervisory ratings of individual Firefighter's overall ability = .3074 ( $p < .001$ ).

As most agencies are aware, there is a tendency for candidates to "agency hop" and take entry firefighter exams whenever they are offered. Because of this we have developed alternate forms of this test, and we closely monitor where this test is used, then avoid having neighboring agencies use the same version of the test. This assists in maintaining exam security, and reducing the possibility that an individual candidate would be advantaged, or disadvantaged by the process.

## Skilled Firefighter F-223

## EMT-Basic & Intermediate Supplement F-224

## EMT-Paramedic Supplement F-225

The **Skilled Firefighter** test is designed to assist agencies to select candidates who already possess a Firefighter I certification. Either an EMT-Basic or EMT-Paramedic Test Supplement can be added as part of this stock test. For agencies that will send candidates to a complete fire academy, see our Entry Firefighter test (F-201).

### Skilled Firefighter Form F-223

Items	Description
55	Essentials of Firefighting and Fire Department Operations. IFSTA, 5 <sup>th</sup> Edition (2008)
15	Brannigan's Building Construction For the Fire Service. NFPA, 4th Edition (2008)
15	Hazardous Materials for First Responders. IFSTA, 3rd Edition (2004)
15	Wildland Fire Fighting for Structural Firefighters. IFSTA, 4 <sup>th</sup> Edition (2003)

*Note: These EMT Supplements can also be added to any other stock fire test, including Entry Firefighter, at no additional charge.*

*100 test items; time limit of 2 hours*

### EMT-Basic Supplement Form F-224

Items	Description
25	<u>EMS Field Guide, Basic and Intermediate Version (B&amp;I)</u> , 6 <sup>th</sup> Edition (2006)

*30 test items; additional time limit of 30 minutes*

### EMT-Paramedic Supplement Form F-225

Items	Description
50	<u>EMS Field Guide, Basic and Intermediate Version (B&amp;I)</u> , 6 <sup>th</sup> Edition (2006), and, <u>ALS Version</u> , 16 <sup>th</sup> Edition (2006)

*50 test items; additional time limit of 1 hour*

# Driver Engineer F-341 F-342

The **Driver Engineer** test is designed around NFPA 1002 specifications. The hydraulics problems in this test are based on IFSTA. It is recommended that candidates do not use calculators for this test.

<b>Driver Engineer F-341 Municipal Fire Department</b>		<b>Driver Engineer F-342 Fire District</b>	
Items	Description	Items	Description
40	<u>Pumping Apparatus Driver / Operator Handbook</u> . 2 <sup>nd</sup> Edition, IFSTA (2006)	40	<u>Pumping Apparatus Driver / Operator Handbook</u> . 2 <sup>nd</sup> Edition, IFSTA (2006)
20	<u>Hydraulic Problems, based on Pumping Apparatus Driver / Operator Handbook</u> . 2 <sup>nd</sup> Edition. IFSTA (2006)	20	<u>Hydraulic Problems, based on Pumping Apparatus Driver / Operator Handbook</u> . 2 <sup>nd</sup> Edition. IFSTA (2006)
20	<u>Essentials of Firefighting and Fire Department Operations</u> . IFSTA, 5 <sup>th</sup> Edition (2008)	20	<u>Essentials of Firefighting and Fire Department Operations</u> . IFSTA, 5 <sup>th</sup> Edition (2008)
20	<u>Aerial Apparatus Driver / Operator Handbook</u> . 2 <sup>nd</sup> Edition, IFSTA (2009)	20	<u>Firefighter's Handbook on Wildland Firefighting</u> . By Teie, W., Deer Valley Press, 3 <sup>rd</sup> Edition (2005)
100 test items; time limit of 2 hours and 20 minutes		100 test items; time limit of 2 hours and 20 minutes	

## Driver Engineer CA DMV Supplement

Items	Description
20	<u>California Commercial Driver Handbook</u> . (2010)

20 test items; additional time limit of 20 minutes

# Fire Captain (Fire Officer I / II) F-361 F-362

The **Fire Officer** test is designed around NFPA 1021 specifications.

Fire Captain F-361		Fire Captain F-362	
Items	Description	Items	Description
40	<u>Fire and Emergency Services Company Officer.</u> IFSTA, 4 <sup>th</sup> Edition (2007).	40	<u>Fire and Emergency Services Company Officer.</u> IFSTA, 4 <sup>th</sup> Edition (2007).
20	<u>Fire and Emergency Services Instructor.</u> IFSTA, 7 <sup>th</sup> Edition (2006).	20	<u>Fire and Emergency Services Instructor.</u> IFSTA, 7 <sup>th</sup> Edition (2006).
20	<u>Firefighter's Handbook on Wildland Firefighting.</u> By Teie, W., Deer Valley Press, 3 <sup>rd</sup> Edition (2005).	20	<u>Firefighter's Handbook on Wildland Firefighting.</u> By Teie, W., Deer Valley Press, 3 <sup>rd</sup> Edition (2005).
20	<u>Firescope California: Fire Service Field Operations Guide, ICS 420-1.</u> Incident Command System Publication (2007).	20	<u>NIMS: National Incident Management System, Principles and Practices.</u> Walsh, D. W., Christen, H. T., Miller, G. T., Christian, E. C., Cilluffo, F.J., Maniscalco, P.M.. Jones and Bartlett Publishers (2005).
<i>100 test items; time limit of 2 hours</i>		<i>100 test items; time limit of 2 hours</i>	

# Battalion Chief (Fire Officer III) F-371 F-372

The **Fire Officer** test is designed around NFPA 1021 specifications.

<b>Battalion Chief F-371</b>		<b>Battalion Chief F-372</b>	
30	<u>Chief Officer</u> . IFSTA, 2 <sup>nd</sup> Edition (2004)	30	<u>Chief Officer</u> . IFSTA, 2 <sup>nd</sup> Edition (2004)
30	<u>Fire Chief's Handbook</u> . Barr, R.C. and Eversole, J.M. (Eds.), Pennwell Publishing Co., 6 <sup>th</sup> Edition (2003).	30	<u>Fire Chief's Handbook</u> . Barr, R.C. and Eversole, J.M. (Eds.), Pennwell Publishing Co., 6 <sup>th</sup> Edition (2003).
15	<u>Fire Command</u> . Brunacini, A.V. NFPA, 2 <sup>nd</sup> Edition (2002).	15	<u>Fire Command</u> . Brunacini, A.V. NFPA, 2 <sup>nd</sup> Edition (2002).
25	<u>Firescope California: Fire Service Field Operations Guide, ICS 420-1</u> . Incident Command System Publication (2007).	25	<u>NIMS: National Incident Management System, Principles and Practices</u> . Walsh, D. W., Christen, H. T., Miller, G. T., Christian, E. C., Cilluffo, F.J., Maniscalco, P.M.. Jones and Bartlett Publishers (2005)
<i>100 test items; time limit of 2 hours</i>		<i>100 test items; time limit of 2 hours</i>	

## Fire Prevention Officer F-215

## Fire Inspector F-245

Our Fire Prevention series includes an entry level written test (**Fire Prevention Officer**, F-215) and a skilled or journey level written test (**Fire Inspector**, F-245). The Fire Prevention Officer test should be used when full training will be provided after hiring the candidate; validity of the Fire Inspector test is based on knowledge of fire behavior, fire inspection, building construction and code enforcement prior to entry to the job. Test outlines are shown below.

<b>Fire Prevention Officer F-215</b>		<b>Fire Inspector F-245</b>	
Items	Description	Items	Description
25	Reading Comprehension	40	<u>Introduction to Fire Origin and Cause</u> , IFSTA, 3 <sup>rd</sup> Edition (2005)
15	Problem Solving	30	<u>Fire Inspection and Code Enforcement</u> . IFSTA, 7 <sup>th</sup> Edition (2009)
35	Customer Service	20	<u>Brannigan's Building Construction For the Fire Service</u> . NFPA, 4th Edition (2008)
25	Language Skills and Report Writing	10	<u>Essentials of Fire Department Customer Service</u> . Brunacini, A.V., Fire Protection Publications, (1996)

## **Fire Dispatcher F-214**

## **911 Dispatcher D-212**

## **Emergency Communications Supervisor D-261**

## **Supervising Public Safety Dispatcher D-262**

We have a total of 4 Dispatcher test titles, including **Fire Dispatcher**, **911 Dispatcher**, **Emergency Communications Center Supervisor**, and **Supervising Public Safety Dispatcher**. Outlines are shown below.

<b>Fire Dispatcher Form F-214</b>		<b>911 Dispatcher Form D-212</b>	
Test Booklet 1 – Time limit: 1 hour 30 minutes		100 items; 2 hour time limit	
Items	Description	Items	Description
20	Reasoning and Problem Solving	20	Fire Dispatching Problems
10	Public Contact and Telephone Communication Skills	25	Police Dispatching Problems
20	Name & Number Matching		
20	Deductive and Inductive Reasoning	15	Dispatch Prioritization Problems
10	Map Reading and Interpretation	15	Name & Number Matching
		25	Customer Service
Test Booklet 2 – Time limit: 7 minutes			
Items	Description		
40	Reactive Learning Test		
<b>Emergency Communications Center Supervisor Form D-261</b>		<b>Supervising Public Safety Dispatcher Form D-262</b>	
Test Booklet 1 – Time limit: 1 hour 30 minutes		100 items; 2 hour time limit	
Items	Description	Items	Description
50	Principles of Management and Supervision	15	Problem Solving
10	Work Scheduling	17	Teamwork and Customer Service
20	Office Math and Basic Budgeting	68	Principles of Supervision and Leadership
20	Office Systems		

## **Build-A-Test® based on Donnoe & Associates' Fire Service Test Library and our Competencies Test Library**

From our extensive test item bank, we can *Build-A-Test*<sup>SM</sup> for specific job classifications or to match agency reading lists for a recruitment. Select from the references shown below or from the list of competencies that follows these references. Additionally, we will develop at *no additional fee to the agency*, new questions from general references that are of value to us, and our other clients. These new questions can then be assembled into a test together with selected materials from our test item bank.

As new publications become available we cross reference existing items to the new reference, and/or retire existing items, then construct a new test pool. We have found that the Firefighter's Bookstore (<http://www.firebooks.com/>) is an excellent source for current publications.

Our current test item bank / library includes the following:

### **ITEM BANK BASED ON FIRE SERVICE REFERENCES**

#### **Description of Test Content / Reference**

Aerial Apparatus Driver / Operator Handbook. IFSTA, 2<sup>nd</sup> Edition (2009).

Aircraft Rescue and Fire Fighting. IFSTA, 5th Edition (2008)

Automatic Sprinkler and Standpipe Systems. J.L Bryan, NFPA, 3<sup>rd</sup> Edition (1997)

Brannigan's Building Construction For the Fire Service. Brannigan, F. L. NFPA, 4<sup>th</sup> Edition (2008)

Building Construction Related to the Fire Service. IFSTA, 3<sup>rd</sup> Edition (2010)

California Commercial Driver Handbook

California Fire Code. (2001)

California Standardized Emergency Management System (SEMS) Field Course. (Modules 1-11)

Chief Officer, IFSTA, 2<sup>nd</sup> Edition (2004)

Company Officer. Smoke, Clinton H. Delmar Publishers, 2<sup>nd</sup> Edition. (2005)

Emergency Care. Limmer, D., Murray, O'Keefe, M. F. Prentice-Hall, Inc., 10<sup>th</sup> Edition (2005)

Emergency Care and Transportation of the Sick and Injured, Pollack, A. N., Ed., Jones and Bartlett Publishers, 9<sup>th</sup> Edition (2005)

Emergency Response Guidebook. U.S. Department of Transportation, (2008)

EMS Field Guide, Basic and Intermediate Version (B&I), 6<sup>th</sup> Edition (2006)

EMS Field Guide, ALS Version, 16<sup>th</sup> Edition (2006)

EMS Field Guide, Basic and Intermediate Version (B&I), 6<sup>th</sup> Edition (2006), and , ALS Version, 16<sup>th</sup> Edition (2006)

Engine Company Fireground Operations, Richman, H. NFPA 3<sup>rd</sup> Edition (2008)

Essentials of Fire Department Customer Service. Brunacini, A.V., Fire Protection Publications, (1996)

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Essentials of Fire Fighting. IFSTA, 5<sup>th</sup> Edition (2008)

Essentials of Firefighting and Fire Department Operations, IFSTA, Brady, 5<sup>th</sup> Edition (2008)

Fighting Fire in the Wildland/Urban Interface. Queen, P. Fire Publications, Inc., (1993)

Fire and Emergency Services Company Officer. IFSTA, 4<sup>th</sup> Edition (2007)

Fire and Emergency Services Instructor, IFSTA, 7<sup>th</sup> Edition (2006)

Fire and Life Safety Educator. IFSTA, 2<sup>nd</sup> Edition (1997)

Fire Chief's Handbook. Barr, R.C. and Eversole, J.M. (Eds.), Pennwell Publishing Co., 6<sup>th</sup> Edition (2003)

Fire Command. Brunacini, A.V. NFPA, 2<sup>nd</sup> Edition (2002)

Fire Department Incident Safety Officer. Dodson, D.W. Delmar Publishers, 2<sup>nd</sup> Edition. (2007)

Fire Department Safety Officer. IFSTA, 1<sup>st</sup> Edition (2001)

Fire Detection and Suppression Systems. IFSTA, 4<sup>th</sup> Edition (2010).

Fire Fighting Strategy and Tactics. Carter, H. Fire Protection Publications, (1998)

Fire Hose Practices. IFSTA. 8<sup>th</sup> Edition (2004)

Fire Inspection and Code Enforcement. IFSTA, 7<sup>th</sup> Edition (2009)

Fire Officer Principles and Practice. Jones and Bartlett Publishers and NFPA (2006)

Fire Officer's Handbook of Tactics. Norman, J., PennWell Publishing Co., 3<sup>rd</sup> Edition (2005)

Fire Officer's Handbook on Wildland Firefighting. Teie, W., Deer Valley Press, (1997)

Fire Service Emergency Care. Dickinson, E. T., Brady / Prentice Hall, (1999)

Fire Service First Responder. Brady / IFSTA,(2000)

Fire Service Ground Ladders. IFSTA 9<sup>th</sup> Edition (1996)

Fire Service Loss Control, IFSTA, 1<sup>st</sup> Edition (1999)

Fire Service Personnel Management. Edwards, Steven T. Brady / Prentice Hall, (2000)

Fire Service Ventilation. IFSTA, 7<sup>th</sup> Edition (1994)

Fire Suppression Practices and Procedures. Mahoney, E. Prentice-Hall, Inc., (1992)

Firefighter's Handbook: Essentials of Firefighting and Emergency Response. Delmar / Thompson Learning, 1<sup>st</sup> Edition, (2000)

Firefighter's Handbook on Wildland Firefighting. By Teie, W., Deer Valley Press, 3<sup>rd</sup> Edition (2005)

Firefighting Strategies and Tactics. Angle, J., Gala, M, Harlow, D., Lombardo, W., Maciuba, C. Delmar Publishing (2001)

Fireground Support Operations. IFSTA, 1<sup>st</sup> Edition (2002)

Firescope California: Fire Service Field Operations Guide, ICS 420-1. Incident Command System Publication, (2007)

From Buddy to Boss - Effective Fire Service Leadership. Sargent, C., PennWell Publishing, (2006)

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Fundamentals of Fire Fighter Skills. International Association of Fire Chiefs and NFPA. Jones and Bartlett Publishers (2004)

Hazardous Materials for First Responders. IFSTA, 3rd Edition (2004)

Incident Command System (ICS) Model Procedures Guide for Incident Involving Structural Fire Fighting, High Rise, Multi-Casualty, Highway, and Managing Large Incidents Using NIMS-ICS, NIMS Consortia Model Procedures Committee, FPP, 1<sup>st</sup> Edition (2007).

International Building Code. International Code Council (2009)

International Fire Code (2009)

Introduction to Fire Origin and Cause, IFSTA, 3<sup>rd</sup> Edition (2005)

Introduction to Fire Prevention. Robertson, J.C. Prentice-Hall, Inc., 4<sup>th</sup> Edition (1995)

Kirk's Fire Investigation. DeHaan. Prentice-Hall, Inc., 4<sup>th</sup> Edition (1997)

Ladder Company Fireground Operations. Richman, H. NFPA, 3rd Edition (2008)

Management in the Fire Service. Carter, H. R. & Rausch, E. NFPA, 3<sup>rd</sup> Edition (1999)

Managing Fire and Rescue Services. ICMA (2002)

Managing Major Fires. Coleman, John F. PennWell Corporation, (2001)

Model Procedures Guide for Emergency Medical Incidents. National Fire Service Incident Management System, Fire Protection Publications, 1<sup>st</sup> Edition (1996)

Model Procedures Guide for High-Rise Fire Fighting, National Fire Service Incident Management System, 1<sup>st</sup> Edition (1996)

Model Procedures Guide for Structural Firefighting. Fire Protection Publications, 2<sup>nd</sup> Edition (2000)

Model Procedures Guide for Wildland Firefighting. National Fire Service Incident Management System, Fire Protection Publications, 1<sup>st</sup> Edition (2000)

NFPA 13 Automatic Sprinkler Systems Handbook. Dubay, Christian, P.E., 11<sup>th</sup> Edition, (2010)

NFPA 72 National Fire Alarm and Signaling Code. (2010)

NFPA 921 Guide for Fire and Explosion Investigations. (2004)

NFPA 1021 Standard for Fire Officer Professional Qualifications. (2009)

NFPA 1500 Standard on Fire Department Occupational Safety and Health Program. (2002)

NFPA 1901 Standard for Automotive Fire Apparatus. (2009)

Paramedic Emergency Care. Bledsoe, B.E., Porter, R.S., and Shade, B.R., Brady / Prentice-Hall, Inc., 3<sup>rd</sup> Edition (1997)

Principles of EMS Systems. Roush, W. R., American College of Emergency Physicians, 3rd Edition (2006)

Principles of Foam Fire Fighting. IFSTA, 2<sup>nd</sup> Edition (2003)

Progressive Leadership Principles, Concepts, and Tools. Compton, D. Fire Protection Publications (2010).

Safety and Survival on the Fireground. Dunn, V., IFSTA, PennWell Publishing, 1<sup>st</sup> Edition (1992)

Sexual Harassment: Trend or Turning Point. Harvill, R. Ed.D., Fire Protection Publications, 1<sup>st</sup> Edition (2006)

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Strategic and Tactical Considerations on the Fireground, Smith, J. P., Second Edition, Pearson Education, Inc., (2008)

Pumping Apparatus Driver/Operator Handbook. IFSTA, 2<sup>nd</sup> Edition (2006)

Principles of Vehicle Extrication. IFSTA, 2<sup>nd</sup> Edition (2000)

Strategic and Tactical Considerations on the Fireground, Smith, J. P., Second Edition, Pearson Education, Inc., (2008)

Strategy of Firefighting, Dunn, V., Penn Well Corporation (2007)

Structural Fire Fighting: Initial Response Strategy and Tactics. IFSTA, 1<sup>st</sup> Edition (2010)

Structural Fire Fighting: Truck Company Skills and Tactics. IFSTA, 2<sup>nd</sup> Edition (2010)

Truck Company Operations. Mittendorf, John. PennWell Publishing, 2<sup>nd</sup> Edition (2011)

Wildland Fire Fighting for Structural Firefighters. IFSTA, 4<sup>th</sup> Edition (2003)

## ITEM BANK BASED ON MANAGEMENT AND SUPERVISION REFERENCES

### Description of Test Content / Reference

Contrarian's Guide to Leadership, The. Sample, S.B. Jossey-Bass (2002)

Effective Supervisory Practices. ICMA, 4<sup>th</sup> Edition (2005)

The Ethics Challenge in Public Service - A Problem Solving Guide. Lewis, Carol W., Gilman, Stuart C. 2<sup>nd</sup> Edition (2005)

Good to Great. Collins, J. Harper Collins Publishers (2001)

Igniting the Leader Within: The Leadership Legacy of Ben Franklin, Father of the American Fire Service, 1<sup>st</sup> Edition, by Staley, Michael F., PennWell Publishing, (1998)

It's Your Ship: Management Techniques from the Best Damn Ship in the Navy. Abrashoff, Captain D. Michael. Business Plus (2002)

Leading Change. Kotter, J. P. Harvard Business School Press. (1996)

The Leadership Challenge. Kouzes, J.M, Posner, B.Z. 4<sup>th</sup> Edition (2007)

Leadership without Easy Answers. Heifetz, R.A. The Belknap Press of Harvard University Press (1994)

Managing Human Resources: Productivity, Quality of Work Life, Profits. Cascio, Wayne F. Irwin McGraw-Hill 5<sup>th</sup> Edition (1998)

NIMS: National Incident Management System, Principles and Practices, Walsh, D. W., Christen, H. T., Miller, G. T., Christian, E. C., Cilluffo, F.J., Maniscalco, P.M.. Jones and Bartlett Publishers (2005)

National Incident Management System (NIMS), An Introduction IS-700. Self-Study Guide, FEMA (2004)

National Incident Management System (NIMS), U.S. Department of Homeland Security (2008).

*This document is available for download at no charge by going to:*

[http://www.fema.gov/pdf/emergency/nims/NIMS\\_core.pdf](http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)

Progressive Leadership Principles, Concepts, and Tools. Compton, D. Fire Protection Publications (2010).

The Responsible Administrator. Cooper, T.L. Jossey-Bass, 5<sup>th</sup> Edition (2006)

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## ITEM BANK BASED ON MANAGEMENT AND SUPERVISION REFERENCES

### Description of Test Content / Reference

Stewardship. Block, P. Berrett-Koehler Publishers, Inc. First Edition. (1996)

What Every Manager Should Know About Training, 2<sup>nd</sup> Edition, by Mager, R.F., CEP Press, (1999)

## Test Content / Competency Areas

### APTITUDE / ABILITY TEST ITEM SEGMENTS

#### Description of Test Content / Competency Measured by Test Segment

##### Interpersonal Skills and Workplace Communication

Interpersonal Skills – Communication in the Workplace

Interpersonal Skills – Customer Service

Interpersonal Skills – Diversity in the Workplace

Interpersonal Skills – Public Contact and Communication

Interpersonal Skills – Teamwork

##### Language Skills and Reading Comprehension

Language Skills – Editing for Errors

Language Skills – Grammar

Language Skills – Punctuation

Language Skills – Sentence Ordering

Language Skills – Spelling, General

Language Skills – Spelling, Legal

Language Skills – Vocabulary

Language Skills – Vocabulary, Legal

Reading Comprehension – General

Reading Comprehension – Maintenance and Trades

Reading Comprehension – Public Safety

##### Leadership and Supervision

Leadership and Supervision

Progressive Discipline

Project Management

Supervisory Communication

Training

## **APTITUDE / ABILITY TEST ITEM SEGMENTS**

### **Description of Test Content / Competency Measured by Test Segment**

Work Scheduling

#### **Math Skills and Numerical Problem Solving**

Analyst and Management Math Skills

Firefighter Math

General Office and Business Math

Police and Corrections Math

Statistics

#### **Mechanical and Trades**

Automotive Mechanics

Building Maintenance and Custodial Practices

Code Checking

Mechanical Maintenance

Parks and Grounds Maintenance

Roads Maintenance

Safety Practices and Personal Protective Equipment

Tool Use and Tool Identification

#### **Problem Solving**

Bus Scheduling

Deductive and Inductive Reasoning

Determining Eligibility for Services

Event Planning

Entry Peace Officer

Fire Dispatcher

Inventory Control

Map Reading

Mechanical Aptitude

Military Time Conversion

Police Dispatcher

Policy Analysis

Reactive Learning

#### **Professional and Administrative Services**

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## **APTITUDE / ABILITY TEST ITEM SEGMENTS**

### **Description of Test Content / Competency Measured by Test Segment**

Bookkeeping Accounting and Financial Management, Principles of

Dewey Decimal System, Classification of Library Materials with the

Office Systems – Filing

Interview Techniques

Office Systems – MS Excel Spreadsheet Skills / MS Word Skills

Office Systems – Name and Number Matching

Organizational Behavior and Development

Personnel Policy Interpretation / Personnel Management Knowledge

Principles of Safe Operation of a Commercial Motor Vehicle

#### **Miscellaneous Item Banks, Not Otherwise Categorized as Above**

Institutional Food Preparation, Cooking, Sanitation, and Safety

Principles of Chemistry and Laboratory Methods