



K. Shane Nantz

Palmer Building and Charlotte Firefighters Association Historian

November 24, 2020

Dear President Brewer;

Per your request I have compiled a brief history of applicable Civil Service Board and Civil Service Rules (Rule 9) Information. This information was compiled using several sources and the individuals or locations have been cited in the reference section. This is not an all-encompassing report as the historical significance of this subject would fill a book.

Let me be clear on several points. The information within this Brief is based on City Council Minutes, Letters from or to the Fire Chiefs at the time, Letters to and from Members of the Civil Service Board or Clerk's Office, Witness Statements, Notes from Classes or Meetings and a host of archival data that has been collected by various entities. There are opinions in the Brief, but the opinions are obvious, and they are mine. I have studied this material for over 30 years of my life, but I am in no way calling myself or would consider myself an expert. The City Attorney's during the period when Rule 9 was established and remained on the books would be key in any assessment as it has only been amended once since 1973. If in fact it is contradictory, I am sure Mr. Underhill, Mr. McCarley or Mr. Hageman would have made recommendations to change Rule 9 and these may possibly be in Closed Session Minutes which I do not have access to at this time.

To the point in the report developed by Parker Poe I would say the following. I was asked by Mac and Anthony to compile my information for them. Which I told them I would do and in fact did do. I made them aware that I was concerned about bringing it to them and the retaliatory nature of the environment I was working under. Mac was clear that the City Manager and the Human Resources Director thought a lot of me, and he felt comfortable. I then stated that I wasn't concerned about retaliation from the City Manager or Human Resources Director but personnel within the Fire Department. I took the compiled Information to Meg Maloney's Office and its my understanding Parker Poe and Maloney Law and Associates exchanged e-mails and it was determined that the information wasn't needed, yet when the report came out it was stated we wouldn't give any information to Parker Poe. My point is based on what I have seen in the Parker Poe Report as far as documents or appendices a great deal more research needs to occur before a recommendation to Council. I am volunteering my time to help correct this issue and will provide anything I have and with your permission any of the documents you have asked me to archive for the Local.

My hope indeed is that we have in place a Promotional Policy that is established by City Council, a third-party vendor contract managed by City Human Resources and have one person that manages these processes within 700 East Fourth Street. The number of lawsuits in the past six years is staggering and the pending lawsuits are double that pending the outcome of all this moving forward. There was one Promotional Lawsuit from 1973 until 2013 that resulted in the City having to change an outcome,

there have been three changes in outcome from one lawsuit since then and four lawsuits in relation to not following promotional Procedures and countless Grievances and Complaints. Its time to fix what ails us, take appropriate action and move forward and if that means Charter Revisions then so be it.

Thank you for the opportunity to serve in this capacity and call with any questions.

Sincerely;

K. Shane Nantz

The City of Charlotte Civil Service Board was established by the North Carolina General Assembly in 1929 by Chapter 124 of the Private-Local Laws. The Civil Service Board was a not so distant cousin of the Charlotte Public Safety Board which was established in 1907 and had the same General Responsibilities that the Civil Service Board would have some twenty years later. Civil Service Boards or Civil Service Commissions were borne out of the Pendleton Act of 1883, which was for the Federal Government, but in both cases have three basic reasons for existence. First, and most would say this is the only reason, is to prevent cronyism and eliminate the spoils system within government at the worker level. Second to provide a safe and secure working environment based on merit and tenure for all employees free of favoritism. Third and probably the most important but very rarely spoken of in books today, the protection and welfare of the citizenry. The very existence of a well maintained and orderly Civil Service Board insures through adopted regulations and oversight that no matter who is the Department Director that the most competent workforce and supervision of that workforce is on the job to provide public service. Without the components of regulation, oversight and a well-maintained Civil Service Board the system fails and becomes entirely dependent on one person in most cases to do the right thing, to always be honest, to never hold a grudge and to pick citizen over self in all cases. That is just not human nature and therefore Civil Service Boards or Commissions exist.

The City of Charlotte Civil Service Act is a portion of the City of Charlotte Charter and it currently resides in Chapter 4, Article 3 of the Charter. Chapter 2 of the Charter encompasses Administration of the City. The Civil Service portion of the Charter is often thought to be a stand-alone document, which it is not. It is simply a portion of the Charter and within the Charter other pieces complement Civil Service. In Civil Service it states that the Fire or Police Chief shall have authority to promote who they chose subject to the majority of the Civil Service Board Approval, however in the same Chapter, in Article 2, it states all promotions shall be based solely on merit and fitness. To quote Mr. Watts, Deputy City Attorney, in 1976, "if the Chief picks his people by throwing dice, it might be well that the board will never approve any of his recommendations". This would probably provide for an impasse and that quite possibly is how we got to where we are today.

The Civil Service Board in Charlotte has gone through ten what most would call significant changes, since its 1929 beginning. These changes occurred in 1933, 1939 when the word "white" was stricken allowing for all races to be employed in the Civil Service Positions, 1943 which allowed the hiring of auxiliary fire and police that were not Civil Service due to WW II, 1945 which included an entire re-write, 1947 when the "Rights of Suffrage Requirement" was stricken from the act for employment, 1949, 1969 which allowed for an outside fire chief, 1979, 2000 and finally 2006. Each of these changes in most cases reside in the City Charter Today. In 1939 the City Charter makes a significant change showing a more professional city government requiring that all rules established by the Fire Chief had to be approved by City Council. This was accomplished by adoption in 1940 and by Ordinance in 1943 and most fire able offenses today can be traced to the 1943 Ordinance as it has only been amended two times.

The Civil Service Rules, or City of Charlotte Personnel Rule 9, were established based on three reasons that although different were to ensure equitable treatment for all candidates in both hiring and within promotional processes. The first of these occurred in 1967 when the Promotional Process was taken away from the Charlotte Fire Department and given to the Personnel Department to conduct. This was accomplished by Council Action and was a direct result of favoritism, nepotism and failure to promote qualified candidates. Seniority on a fire company was used and when it was a firefighters turn to be promoted if they were not a member of a certain club or fraternal organization they would be

transferred, and the process would start all over again. Prior to 1963 there had been Personnel Department involvement, but the Fire Department had taken the process over and Promotional Lists were modified, and personnel scores changed. The 1967 Promotional Process put the Process within the Personnel Department where scores would be compiled, and lists established and then the Fire Chief could promote anyone he chose off the list. This insured that no list or scores were changed but in fact left all the authority with the Fire Chief to promote who he chose. The Civil Service Board takes an Oath to follow all laws and approval of a candidate that did not go through an approved process would have proven to be against their oath.

The second item that influenced a Council adopted Promotional Policy Guide was two Lawsuits. One was the Charlotte Firefighters Association against the City of Charlotte and the other against the Charlotte Police Department. The lawsuit filed against the City by the Charlotte Firefighters Association would prove that the law forbidding Labor Unions for Municipal Employees was illegal and would be stricken from the books. Charlotte firefighter Association Attorney, Julius Chambers, would argue all the way to the Supreme Court. During this lawsuit Fire Chief Walter Black was questioned for some time on favoritism in Promotional Processes and the practice of blackballing certain members of the fire department that were involved in the Union. The second lawsuit filed was regarding the Police Departments failure to hire and promote African Americans. This lawsuit led to the commissioning of the Jacob's Report that set forth 35 recommendations that would ensure equitable hiring and promotional practices within the fire and police departments.

The third and final reason essentially was a Charter Change that had occurred in 1969. House Bill 620, Chapter 333 an Act to amend Chapter 713 of the Session Laws of 1965 removed the requirement for the Fire Chief to be a Member of the Fire Department for two years before he or she could be fire chief. This change paved the way for an outside fire chief, which did in fact happen in 1971 with the hiring of John Lee.

The three catalysts to change led to a comprehensive Hiring and Promotional Rule for Civil Service Employees that until recently has been used. In 1973 the Rule was enacted and until 1999 for the most part the Rule was followed to the letter. To say the validity of the rule was never discussed would be incorrect. In 1976 the very discussion that is going on today occurred and it was Fire Chief Lee that stated in a Civil Service Board Meeting that "the Chief makes the recommendations for the promotions, and the Civil Service Board can approve them, or disapprove them, but City Council has said that the process shall be developed by the Personnel Department and it shall be approved by the Civil Service Board." A lengthy discussion occurred in the meeting between Deputy City Attorney Watts and Board Chair Thomas like the discussion now. The basis of the discussion is clear. The Chief can recommend for promotion whom ever he chooses based on the Charter. The Fire Chief does not fall under Civil Service per the Civil Service Act and works for the City Manager so he or she shall follow all applicable rules within the Charter as it relates to promotion and or hiring before he could recommend. The Civil Service Board approves the Process for hiring and Promotions and although the Chief can recommend whomever he chooses if the Chief does not follow their approved process, his promotions will not be approved. In a follow up letter from Chief Lee to Chairman Thomas, Chief Lee states "Failure to follow the process would prove any candidate for promotion invalid. Due to this issue the Chief could not legally submit anyone for promotion that hadn't went through the approved process".

The Civil Service Rules were approved by the Civil Service Board and then Adopted by City Council in 1973. They are the only Personnel Rule that requires a Board or Commission to adopt a change first and then send them to City Council to adopt. Checks and Balances at its absolute finest. During my interview I was asked did I think that the Chief should be able to pick his or her Deputy Chiefs? My response was this as it is on any promotion. The Fire or Police Chief is granted the authority under the Charter to recommend for Promotion who he or she see's fit. Rule 9 ensures that the people they must choose from went through an unbiased, ethical, legal process that was not in anyway manipulated by anyone within a candidate's chain of command. A Chief Officer in the Fire Department, specifically the Deputy Chief of Operations oversees every Firefighter riding a fire truck and battalion car. The first hour he is promoted he may respond to an airplane into Bank of America and be required to assume Command. In the Deputy Chiefs Processes in the past couple of years there has been no Incident Management Portion, only Oral Questions and two of the assessors in the 2018 Deputy Chiefs Process are on record stating that certain candidates were answering questions before they had finished asking them. Some of the questions were directly from documents some of the candidates had personally written.

I would concur with Mr. McCarley's assessment that Rule 9 is a good Rule by Intent. I would not agree that it was an overreach by City Council. The Charter is clear that Personnel Administration shall be established by Ordinances and in 1992 all the Personnel Rules on the Books were compiled under the Single Ordinance allowing for latitude of the City Manager to change certain rules, but Civil Service Procedures were excluded. In 2017 I personally talked to former City Attorney Henry Underhill about Rule 9. He had written the Personnel Rules for the most part of 1969, their updates and the Charter revision to Civil Service in 1979. Mr. Underhill is the Grandfather of the Modern Personnel Rules of the City of Charlotte and served as City Attorney from 1971 until 1994 and I asked him a favor. I asked him to allow me to explain Rule 9 the way I understood it, how I thought it worked in concert with the City Charter and not contradictory as people had stated. After I was complete with my thoughts, Mr. Underhill stated "I must have written a good rule, because you understand exactly how I meant it and you understand exactly what it is supposed to say." Rule 9 does nothing more than make sure that an equitable process is followed, is controlled by someone other than the appointing authority and more important than that it makes sure that the Personnel in charge of the processes are in no way in any Chain of Command of either Appointing Authority. In the way the United States Constitution has separation of Powers this is accomplished here. The Legislative Body of Government, City Council has established the Rule for their Board to follow; The Executive Branch, the Fire Chief Submits the name for approval and the Judicial Branch, City Human resources ensures the Process is above Board and all Laws and Rules are followed. When all of this comes into question then a proper request to be heard can be submitted and a candidate may address the Civil Service Board themselves. This Rule was well thought out and well written and has stood the test of time. When followed the chance for challenge would then only be on one's abilities, which would be difficult to prove in court.

A key point to any discussion on Civil Service is the Chief of the Fire Department is not covered under the Civil Service Act. When a Civil Service Member of the Department, prior to Appointment to Chief, one gives up all protection of Civil Service in order to become Chief and is in fact an at will employee serving at the pleasure of the City Manager. The Civil Service Portion of the Charter grants Authority to the Fire Chief to promote whom he or she sees fit subject to the majority approval of the Civil Service Board, but due to the fact he or she is a Civilian Employee they would be bound to follow all Rules and Regulations put into place by either City Council, in the case of Civil Service Members or the City

Manager in the case of other Civilian Employees. This is yet another reason that Rule 9 does not contradict the Charter as it relates to Civil Service.

In conclusion, Rule 9, The Civil Service Rules, should not be repealed but in fact should have key points incorporated into the Charter. Rule 9 has been in place since 1973 and when it was followed correctly no lawsuits occurred against the city from Fire Department Members in relation to Promotion. Hiring and Promotions have significantly benefitted from Rule 9 as it relates to African Americans within the Fire Department. In 1977 the Fire Department was hiring 33% African Americans, not testing, but actually hiring and through the utilization of Rule 9 procedures achieved 18% African American Civil Service Firefighters. Promotions also saw significant increases as it relates to African Americans. As one point of interest in 1987 the Fire Department assigned Captain Jimmy Shands to the Training Academy. Captain Shands was an African American Captain and at the time made up 25% of the Training Officers. Success rates of African American Recruits and later Promotions rose within the Fire Department achieving 14.4% for Captains and 33.3% for Battalion Chiefs. Today African Americans make up a little more 10.5% of the Battalion Chiefs. To put this in perspective in 1997 we had 15 Operations Battalion Chiefs and today we have 30. In Operations we have 4 African American Battalion Chiefs with one getting ready to be promoted in the coming weeks for a total of five and we had five in 1997. Since lack of use of certain portions of Rule 9 started in the mid-2000's to the total elimination in some cases today we have seen lost ground on all fronts. Less African Americans with Promotional Opportunities, total lack of trust in the promotional system and a return to a 1960's thought process that it would be ok for the Fire Department to develop a process, establish a list, and then pick who they want.

Being a fire officer is difficult at best. The first day you may be met with any number of difficult tasks and the members that work for you must know beyond all else you are competent. They must know that every component of a promotional process was equitable, above board, and not manipulated. Rule 9 does this when utilized and as you read through the attached supporting documents you will see that the concerns that some have already were remedied. One Person can not be in charge of a person's entire career upward mobility. If a competent, knowledgeable, experienced fire officer that could benefit the city and fire department as a whole were to rub the fire chief the wrong way then he would never be promoted, to the detriment of all involved. Then if the fire chief were to leave and another chief came in, he or she may be left with officers that were not the most competent but the most liked. This is not Civil Service, that is a Spoils System, except the new chief is stuck. Rule 9 eliminates incompetent or inexperienced personnel from getting on a Certified List of Promotable's. Without Rule 9 there is nothing to prevent inexperienced submissive Fire Ground Commanders which we all know leads to significant property loss and worse, lives loss.

The utilization of a Strong set of Council adopted Promotional Procedures will ensure that our city is safe far into the future. Each one of us that has fought fire in the streets of Charlotte understand that not every fire is the same and not every city is the same but a competent fireground commander is key to the successful mitigation to most incidents. All jobs are important and they all make the city move but in the case of Firefighters and Police Officers it is often those that are a type A personality and that may be a little blunt that make the best Officer. This city can not afford to not have Rule 9, the Lives of every citizen depend on it whether they even know what it is or not.

References

Retired Fire Chief Howard Key, Audio Recordings

Retired Deputy Chief Kevin Gordon

Retired Deputy Chief Fred Rich

Retired Battalion Chief and Chief of Training Ken Nantz

Retired Battalion Chief Lee Abernathy

Retired Fire Captain Marvin Wilson

Retired Captain and Chief of Training C. Harley Cook

Retired Administrative Officer 5 Art Brown (Deceased)

Former Recruitment Manager CFD Miriam Hannan

Former Human Resources Director and Administrative Services Director CFD Austin Hardison

Former Human Resources Director CFD Karmen Martin

City of Charlotte City Council Minutes

City of Charlotte Civil Service Board Meeting Minutes

Charlotte Firefighters Association Archives

City of Charlotte Ordinances and Resolutions

North Carolina State Archives

City of Charlotte Historical Document Repository at UNCC

Former Fire Chief Secretary Melynda McElhane

Nantz Family Archives

Former City Attorney Henry Underhill, (Deceased)

THE ORIGINAL CITY OF CHARLOTTE

1929—CHAPTER 123—124

CIVIL SERVICE

ACT FOR FIRE DEPT

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sufficient rate and amount to pay both principal and interest of such bonds as the same shall become due.

SEC. 4. That all laws and parts of laws, general or special, conflicting with the provisions of this act, be and the same are hereby repealed. Conflicting laws repealed.

SEC. 5. That this act shall be in force from and after its ratification.

Ratified this the 11th day of March, A.D. 1929.

CHAPTER 124

AN ACT TO PROVIDE CIVIL SERVICE FOR THE POLICE AND FIRE DEPARTMENTS OF THE CITY OF CHARLOTTE, NORTH CAROLINA.

The General Assembly of North Carolina do enact:

SECTION 1. That there is hereby created a civil service board for the City of Charlotte, to consist of three members, to be appointed by the mayor and city council, and said board shall be appointed within thirty days after the ratification of this act; one of the members of said board shall be appointed to serve until the end of the next municipal year, another to serve until the end of the second municipal year next ensuing, and the third to serve until the end of the third municipal year next ensuing; and at the termination of each respective term of office the mayor and city council shall appoint a member of said board to serve for a term of three years.

Civil Service Board of three members created in Charlotte.

Time and method of appointment. Terms of office.

SEC. 2. That the members of said civil service board shall possess the qualifications and requirements now or hereafter in force with respect to other officers of the city, and shall take a similar oath (or affirmation) of office. The members of said board shall be subject to removal from office only when written charges have been preferred and sustained by a two thirds vote of the city council, the appointing body. When such charges are made by any citizen of said city, they must set forth the acts complained of with reasonable certainty, and the same shall be verified by the person complaining. Before any action is taken the member accused shall be given an opportunity for a public hearing before the appointing body after having been given at least ten days' notice of said charges by the service upon him of a copy of said charges, together with a notice of the time and place for said hearing.

Qualifications.

Oath of office.

Removal upon written charges.

Charges to be verified.

Public hearing.

SEC. 3. That the board, by and with the advice of the chief of each department, shall have control over the employees of the fire department and the police department of said City of Charlotte, in that it shall make all necessary rules and regulations for improving and regulating the service of said depart-

Board to have control, with chiefs of police and fire departments, of employees.

Requirements of applicants.

Printing of rules and regulations.

Applicants to be examined by Board.
Qualifications of applicants.

JIM CROW LAW

What examinations shall include.

No examination as to religion or politics.

Notice of time and place of examinations.

Register of persons passing examinations with respective grades.

Register to determine appointments.

Promotions in departments made by chiefs with approval of Board.

Office of chief to be filled by Mayor and City Council.

Qualifications of chief.

Removal of chief.

No employee of departments allowed to participate in elections except to vote.

ments, establish and fix requirements of applicants for employment therein, and make all such general rules and regulations for requirements of applicants, conduct and service of employees, and make all other such reasonable rules and regulations concerning said departments as it may consider advisable, and wherever possible said rules and regulations shall be printed and made available for public inspection and use of employees and applicants for employment in said departments.

SEC. 4. That all applicants for position in the fire or police department of the City of Charlotte shall be subjected to an examination by said board, which shall be competitive and free to all white persons possessing the rights of suffrage and meeting the requirements prescribed by said board, subject to reasonable limitations as to residence, age, health, and moral character, which said examinations shall be practical in their character and shall relate to those matters which will fairly test the relative capacity of the person examined to discharge the duties of the position to which they seek to be appointed, and shall include tests of physical qualifications and health, but no such applicant shall be examined concerning his political or religious opinions or affiliations.

SEC. 5. That notice of the time and place of every examination shall be given by the board by publication for one week preceding such examination, in a newspaper published in said city, and such notice shall be posted in a conspicuous place in the office of the said board for at least two weeks preceding such examination.

SEC. 6. That said board shall prepare and keep a register of persons successfully passing said examinations, graded according to their respective showing upon said examinations, which said register shall determine the appointments to be made in each of said departments under the rules and regulations established by said board.

SEC. 7. That all promotions in said fire and police departments shall be by the chief of each respective department, by and with the approval of said board, except the office of the chief, which office shall be filled by appointment of the mayor and city council, but no candidate shall be eligible for such appointment as chief, unless he has been a member of the fire or police department of which he seeks to be chief for a period of at least two years prior to said appointment; and said chiefs may be removed from office by the mayor, with a two-thirds majority of the city council, for cause.

SEC. 8. That no officer or employee of said fire or police departments shall take any part in any election or any political function other than that of exercising his rights as a citizen to vote, and any officer or employee convicted of violating this

provision by said board, shall be dismissed from service, in said departments.

Upon pain of dismissal.

SEC. 9. That no officer or employee of the fire or police department of the City of Charlotte, prior to the passage of this act, or who shall be appointed under the rules and regulations provided for by this act, shall be dismissed, removed or discharged except for cause, upon written complaint, and after he has been given an opportunity to be heard by said board in his own defense, and in the event such officer or employee be found guilty, said board may dismiss or discharge him from service or may fine him not exceeding thirty days pay, and said board may suspend any officer or employee pending such investigation, but not to exceed fifteen days at any one time. In the conduct of such investigations, each member of the said board shall have the power to secure, by subpoena, both the attendance and testimony of witnesses, and the production of books and papers relevant to such investigation.

No employee, new or old, to be dismissed except upon written complaint.

And hearing.

Fine and dismissal in event of conviction.

Suspension of employees for not exceeding fifteen days.

Subpoena of witnesses and production of books and papers.

SEC. 10. That said board, together with the chiefs of each department, shall make an annual report of its actions for the preceding year, including the rules and regulations in force, and it may include in said reports the opinions of said board as to the practical effects of the rules, plan or system in use, together with suggestions for improvement of said departments, which said annual reports shall be kept in the files of said board and a copy delivered to the city council.

Annual report of actions of Board.

SEC. 11. That the city clerk shall act as secretary to said civil service board, and he shall keep the minutes of its proceedings, and shall be custodian of all papers pertaining to the business of said board, keep a record of all examinations held, and shall perform such duties as said board shall prescribe.

City Clerk ex-officio Secretary to Board.
Duties.

SEC. 12. That the city council shall provide suitable rooms for said civil service board, and shall allow such reasonable use of public buildings for holding examinations of such board as may be necessary.

Suitable rooms to be provided for Board in public buildings.

SEC. 13. That the members of said board, and its secretary, shall be paid a reasonable compensation for their services, such compensation to be paid in the discretion of the city council.

Compensation of Board.

SEC. 14. That an appeal may be taken from any order or decree of said board by any person interested or affected thereby to the Superior Court of Mecklenburg County; *Provided* such person shall file with the secretary of the said board a bond with sufficient surety in the sum of one hundred dollars, conditioned that he will pay the costs of such appeal in the event said costs should be adjudged against him, and pay to the said secretary the necessary fee for entering an appeal in the Superior Court, within ten days after the entry of such order or decree appealed from. And upon appeal the secretary shall forthwith transmit

Appeal from orders of Board may be taken to Superior Court.

Appeal bond of \$100 necessary.

Transcript to Court.

Trial de novo.

Conduct of City Council over finances unaffected.

Conflicting laws repealed.

Act effective April 30, 1929.

to the Superior Court a complete transcript of all matters and proceedings concerning the order or decree appealed from, together with the appeal bond and fee. The trial in the Superior Court shall be de novo and the said court shall give precedence to such cases over all matters not affecting public interest.

SEC. 15. That nothing in this act contained shall be so construed as to deprive the city council of its control over the finances of such city.

SEC. 16. That all laws or clauses of laws in conflict with the provisions of this act are hereby repealed.

SEC. 17. That this act shall be in full force and effect from and after the thirtieth day of April, one thousand nine hundred and twenty-nine.

Ratified this the 11th day of March, A.D. 1929.

CHAPTER 125

AN ACT TO VALIDATE BONDS OF THE TOWN OF PITTSBORO AND TO AUTHORIZE A TAX THEREFOR.

The General Assembly of North Carolina do enact:

Public improvement bond issue of \$18,000 in Pittsboro and special tax for, validated.

SECTION 1. That the proceedings of the board of commission of the town of Pittsboro, adopted January thirtieth, one thousand nine hundred and twenty-nine and February eleventh, one thousand nine hundred and twenty-nine, authorizing and selling eighteen thousand dollars public improvement bonds of the town dated January first, one thousand nine hundred and twenty-nine, numbered one to eighteen and payable on January first, one thousand dollars in each of the years one thousand nine hundred and thirty-three to one thousand nine hundred and fifty inclusive, bearing interest at the rate of six per centum per annum payable semi-annually and levying a tax therefor, are hereby validated and the said bonds when executed and delivered according to the said proceedings shall be valid obligations of the town of Pittsboro and the said tax shall be assessed and collected accordingly.

SEC. 2. This act shall be in force from and after its ratification.

Ratified this the 11th day of March, A.D. 1929.

December 4, 1967
Minute Book 49 - Page 390

Councilman Short stated he appreciates what Mr. McDuffie said earlier in the meeting; that this is not the number of seats he was asking for but it is a good thing for the community. That Mr. McDuffie has apparently done quite a bit of research on this and he appreciates it.

Mayor Brookshire stated the \$150,000 does not represent the total cost. The Carolina Shrine Bowl Incorporated has offered to contribute \$60,000 of the total cost and the Park and Recreation Commission will contribute \$45,000.

Mr. Veeder, City Manager, stated the fact that this basically involves 5,100 additional seats does not preclude further additions. That the Park and Recreation Commission assured Council that they could add more seats at another time.

The vote was taken on the motion, and carried unanimously.

AMENDMENT TO FIRE DEPARTMENT PROMOTIONAL POLICY APPROVED.

Councilman Whittington moved that the Fire Department Promotional policy be adopted as amended. The motion was seconded by Councilman Jordan, and carried unanimously.

ORDINANCE NO. 738-X AMENDING ORDINANCE NO. 655-X, THE 1967-68 BUDGET ORDINANCE, AUTHORIZING THE TRANSFER OF A PORTION OF THE GENERAL FUND CONTINGENCY ACCOUNT FOR THE CONSTRUCTION OF A GRAVEL SIDEWALK ON DORCHESTER PLACE.

Upon motion of Councilman Tuttle, seconded by Councilman Whittington, and unanimously carried, the subject ordinance was adopted authorizing the transfer of \$400.00, to Engineering-Street Maintenance to be used for the construction of a gravel sidewalk along the south side of Dorchester Place, between Sedgefield Junior High School and Poindexter Drive, approximately 360 feet.

The ordinance is recorded in full in Ordinance Book 15, at Page 151.

PROPERTY TRANSACTIONS AUTHORIZED.

Motion was made by Councilman Jordan, and seconded by Councilman Short to authorize the following property transactions:

- (a) Acquisition of 3,000 sq. ft. of property at 2911 Eastway Drive, from Fred Clifton Davis, at \$9,000, for Eastway Drive Widening Project.
- (b) Acquisition of 9,361 sq. ft. of property at 423 Charles Avenue, from George C. Powers and wife, Sylvia B. Powers, at \$1,800 for East Thirtieth Street Project.
- (c) Acquisition of 4,051 sq. ft. of property at 911 West Fourth Street, from Miss Edna E. Ross, at \$1,900 for West Fourth Street Extension.
- (d) Advertisement for sale of approximately 70,000 sq. ft. of Water Department property off the dead end of Dean Street lying between Kay Street, Newcastle Street and Russell Street near Irwin Creek.

FIRE DEPARTMENT PROMOTIONAL POLICY APPROVED AS AMENDED.

Councilman Whittington stated regarding the fire department promotional policy he had told the City Manager earlier that he did not understand the guidelines because Council was not furnished with a memorandum that all the personnel of the Fire Department would have received. Council was given this information on Friday of last week and he is now ready to vote for the promotional system as recommended with the following exceptions: On the promotion by rank, beginning with Captain and going through the Assistant Chief, the promotion guidelines stated a man would serve one year in rank.

He moved approval of the promotional system as recommended with the following amendments: a man must serve two years in rank for a Captain, Deputy Chief and Assistant Chief. The motion was seconded by Councilman Tuttle.

Councilman Alexander made a substitute motion to postpone any action until the next Council meeting as he would like to make some comments on the promotional system and the fire activity. The motion did not receive a second.

The vote was taken on the original motion and carried unanimously.

WALTER J. BLACK REAPPOINTED AS CHIEF OF THE CHARLOTTE FIRE DEPARTMENT.

Councilman Tuttle moved the reappointment of Walter J. Black as Chief of the Fire Department to serve at the pleasure of this Council. The motion was seconded by Councilman Stegall.

Councilman Alexander stated when he was first elected to the Council he asked a question about the fire problem as he had heard it - first as a citizen, and then since being on the Council. He was told at that time it was of little import as this is what you expect from fire departments. That he has never seen where this matter had quieted down any. It has grown by leaps and bounds over the past few years and up to now. He is not against an action to rename the fire chief. He is against using an action of this type to cover any failure of Council to recognize the problems that lead up to what we see of fire department problems. He feels we have certain responsibility to the citizens of Charlotte to give this matter as much consideration as we can to determine whether or not there are any facts involved in all the charges we have heard from all these sources. This he does not think Council has done. It is owed to the firemen, to the citizens of Charlotte and to our administrative officials to do something that would show that we have faced the facts that are before us, and have arrived at some conclusion. Any action to name any official - if he must be named again - is premature against our failure to recognize all the problems before us now. That he does not feel he can justly vote at this time to give consideration to this type of motion when we have not given consideration to all the facts involved that grow therefrom. The promotional plan adoption does not solve the fire problems. They are as big as ever; maybe bigger. That until the issues are faced as they are, the same problems are before Council. The naming of the Chief puts him at a disadvantage before Council has given just consideration to these matters. If that is the case, we are not doing anything but throwing the fire chief in a pot of oil and saying "boil all you please and we will see what happens to the ashes".

That he does not feel he can be honest to an official in public capacity or the men of the fire department by passing over this matter as lightly as

August 21, 1967
Minute Book 49 - Page 112

Council is passing it over by trying to say there is no furor; that there is nothing on which to act; that we just have a little bear by the tail and forgetting when the bear has already grown so big that we cannot hold him by the tail.

Councilman Alexander stated he is going to vote "no" to the motion, not against the fire chief, but against the manner in which Council is shoving the whole issue of the fire department under the rug.

Councilman Tuttle stated he does not understand Mr. Alexander's remarks. This Council has slept with this problem for several months; it has met privately, has discussed it pro and con many times for many hours. Mr. Alexander says we have not met the problem. He stated the problem has been met with the pay raise, with this new promotional system and certain guidelines that are being laid down. This Council has done everything it could for the fire department. Whether the decisions here are wise or not, time only will tell; he thinks they are. That he does resent the fact that inference is made that this Council has acted without taking this problem into consideration or considered it seriously.

Councilman Stegall stated he knows of no official charges placed against anyone. The only charge he knows about has been aired in the newspaper and television. If we have anyone on trial or any charges made, he is not aware of it. That we have more than slept with it, we have worried with it for three whole months just by innuendos and what we have heard in round about ways, and all the letters that have been mailed to Council with no return addresses.

Councilman Short stated there were about four items Council had asked the Chief and his administration to attend to. The first one was the promotion plan which is now adopted. That he assumes the Chief understands there are still three to go.

The vote was taken on the motion and carried by the following vote:

YEAS: Councilmen Tuttle, Stegall, Jordan, Short, Smith and Whittington.
NAYS: Councilman Alexander.

PROPERTY TRANSACTIONS AUTHORIZED.

Upon motion of Councilman Whittington, seconded by Councilman Stegall, and unanimously carried, the following property transactions were authorized:

- (a) Acquisition of 618 square feet of property at the northeast corner of Third and Torrence Streets, from Central Investment Company, at \$5,500 for the East Third Street Connector;
- (b) Acquisition of 4,848 square feet of property at 1328 East Fourth Street from Katherine Potts Asbury (Life Estate), at \$8,500, for the East Third Street Connector;
- (c) Acquisition of 2,989 square feet of property at the northeast corner of Third Street and Independence Boulevard, from Calvin D. Mitchell, at \$25,000, for the East Third Street Connector;
- (d) Acquisition of 2,555.31 square feet of property at 307-09 East Sixth Street, from Mrs. C. E. Lambeth, widow, at \$6,500.00, for the Sixth Street Project;

continued

8/2/67 *Attach 2*
M.B. 49. Pg. 111

MEMORANDUM

To: Mayor and City Council Date: July 28, 1967
From: W. J. Veeder, City Manager
Subject: Fire Department Promotional Policy

Attached for your information is a revised promotional policy as submitted by Chief Walter Black.

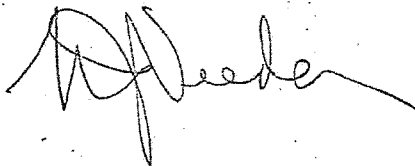
In his memorandum to me, Chief Black points out that the policy was prepared after consideration of many viewpoints and opinions. Yesterday it was reviewed at length by the chief officers in the department.

I too have reviewed the proposed policy and am of the opinion that it is a distinct improvement over the current policy. It provides a framework for promotions that emphasizes merit, ability and fairness and is basically sound. If use of the policy points up any areas that need to be changed, amendments can be considered.

I recommend that you approve the policy.

WJV:aa

Attachment



CITY OF CHARLOTTE
INTER-OFFICE COMMUNICATION

DATE: July 26, 1967

TO: Mr. W. J. Veeder, City Manager

FROM: *Walter J. Black*
Walter J. Black, Chief
Charlotte Fire Department

SUBJECT: REVISED FIRE DEPARTMENT PROMOTIONAL POLICY AS REQUESTED BY CITY COUNCIL
ON 7-17-67.

The Chief Officers and Administrative Staff of the Fire Department have done considerable research and given much time and discussion to revising our promotional system.

On request, I received written opinions and recommendations from twelve Charlotte Chief Officers.

This procedure represents the best thinking of the Institute of Government at Chapel Hill, League of Municipalities at Raleigh, Charlotte City Personnel Director, other fire departments and from the manual on Municipal Fire Administration published by the International City Managers Association.

A sound promotional policy that will satisfy everyone and maintain an efficient fire department is difficult to devise.

In some systems, the difficulty has been that in some cases seniority credits have been so excessive that they guaranteed promotions to less qualified persons and discouraged able young men from seeking a career where opportunity for advancement is chiefly on age rather than competence. It is obvious that this tends to have a deadening effect on employees who have a capacity for more rapid advancement than their seniority warrants.

Competitive promotional tests, in contrast to the type of examinations recommended for firefighter recruits, the subject matter of promotional tests for officers may be related directly to the technical and administrative elements of fire protection work.

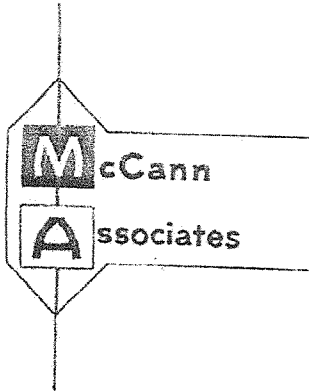
The City Personnel Department will prepare, administer and rate written tests with the exception of tests for assignment to the position of engineer which will be conducted by the Training Division of the Fire Department.

The new promotional system will be effective upon Council approval.

I respectfully submit the revised promotional policy attached, believing it to be fair and impartial in every way, based on merit, ability and fitness.

WJB:lkt

Att.



MCCANN ASSOCIATES

Consultants in Public Personnel Management

2755 PHILMONT AVENUE
HUNTINGDON VALLEY, PA. 19006
215 - DR 3-5775
AFTER 5:30 P. M. DR 6-1164

FORBES E. MCCANN
President

May 31, 1966

Mr. William J. Veeder, City Manager
City Hall
Charlotte, North Carolina

Dear Mr. Veeder:

It is my pleasure to deliver to you the signed original copy of our report on the survey of the Charlotte Fire Department made in accordance with your acceptance of the proposal.

The report is arranged in eleven chapters. Chapters one and two are introductory; chapter three deals with organization of the Department; chapters four to seven deal with the Combat Division; chapters eight to ten, with the Administrative Division and chapter eleven with Personnel Management.

Everyone in the Fire Department and the Personnel Department cooperated with us fully in the conduct of the survey and everyone expressed the hope that the survey would result in the betterment of the Fire Department and the fire service in Charlotte.

We are happy to acknowledge the invaluable assistance of Chief Louis F. Rozsa, Chief of the Fire Department of Dayton, Ohio, who participated extensively in the survey. His contribution to the report is considerable.

In our judgment, the adoption of the recommendations contained in this report should greatly improve the administrative management of the Fire Department and the morale of the men, to the ultimate objective of providing Charlotte with high quality fire protection. Some of the recommendations involve additional costs but these are moderate in amount.

We will be happy to make ourselves available to you and to City Council to explain our findings and recommendations in greater detail.

Respectfully submitted,

Forbes E. McCann
President

FEM/bo

14- An effective community relations program should be developed and put into operation.

15- The statistical reporting procedures should be completely revised so that the resulting reports are accurate and readily useful as administrative management tools.

16- The present policy of providing alarm transmission service without charge to certain businesses and institutions should be re-evaluated.

17- The number of pieces of equipment regularly scheduled to respond to all building fires should be increased so as to permit rapid "knocking down" of building fires.

18- The building inspection program should be strengthened substituting a policy of enforced compliance when necessary for the present policy of obtaining compliance solely by voluntary means.

19- The Civil Service Board should delegate authority to the Personnel Director to conduct vigorous recruiting for Firefighter so as to provide the Department with enough well-qualified recruits.

20- The passing mark in the Fireman entrance written tests, which passes about 97% of all candidates, is too low and should be raised to pass a level which will insure reasonable quality.

21- The probationary period should be used fairly but effectively to eliminate recruits who will not make good Firefighters.

22- The new promotion policy is good and should be continued with one minor change.

23- The authority of the Chief to take disciplinary action when warranted should be strengthened.

24- An effective rotation program should be adopted so as to broaden the experience and ability of all men.

25- The Charter section on personnel administration proposed as part of the new Charter, but not adopted, should be adopted with some modifications to make clear the intentions to continue good civil service practices of selection and promotion on merit and tenure during good performance.

In our judgment, these recommendations, together with the many other recommendations, should vastly improve the effectiveness and efficiency of the fire service in Charlotte without a proportionate increase in the cost of providing fire protection.

Promotions-Engineers

The rank known as Fire Engineer, or colloquially as Driver, is not a separate rank within the meaning of the promotion system but rather is an assignment. Firefighters assigned as Engineer receive one additional pay step. Men are required to qualify for the position by being checked out by the Training Section on a piece of apparatus. They are placed on the eligible list by means of a written test held by the Training Section. Under the present procedure checking out on one kind of equipment is all that is required. This occasionally creates problems when the next person on the list is qualified for a piece of equipment different than the piece of equipment involved in the vacancy. A separate checking-out test should be set up for each kind of equipment and the man should be given an opportunity to be checked-out on each different test. No man should be promoted to driver unless he has been checked-out on the particular kind of equipment he is to drive.

Promotions-Other Ranks

Paragraph 13 of the Civil Service provisions of the Charter gives the Chief the authority to make all promotions, subject to a majority approval by the Civil Service Board. At one time, the Chief made promotions on his own judgment or on the basis of recommendations from other Chiefs. Then for a period, the examinations were conducted by the Fire Department and promotions made on the basis of the results. Subsequently, the Chief went back to the method of making promotions on his own, but this produced so many complaints of favoritism that, in late 1967, a new promotional policy was drawn up and adopted by Council.

This policy is a big step forward and provides for a modern merit system approach to making promotions from an eligible list, based on written and oral tests and supervisory ratings.

DEPARTMENTAL REACTION

The subject of promotional examinations came in for a great deal of discussion in our interviews with officers and men. One group, most of whom had done well on the examinations, favored the procedure. A second group, many of whom had not done so well on the examinations, still favored the procedure as being fair and objective. A third group, mostly made-up of persons who had done poorly on the examinations, was divided --- some favoring the system in principle but objecting to the examinations and others being opposed to the system entirely and preferring promotions entirely on seniority.

Recommendation

We recommend that the promotion policy be continued, with the change in regard to the passing score which is recommended later in this report.

NORTH CAROLINA GENERAL ASSEMBLY
1969 SESSION

CHAPTER 333
HOUSE BILL 620

AN ACT TO AMEND CHAPTER 713 OF THE SESSION LAWS OF 1965, BEING THE CHARTER OF THE CITY OF CHARLOTTE IN MECKLENBURG COUNTY.

The General Assembly of North Carolina do enact:

Section 1. Chapter 713, Session Laws of 1965, being the Charter of the City of Charlotte, is hereby amended as follows:

(a) Section 4.22 is hereby amended by deleting the proviso beginning with the words "provided, no person shall be appointed Fire Chief who has not been a member of the fire department for a period of at least two years immediately prior to such appointment."

(b) Section 4.61 (13) is hereby amended by adding a new paragraph at the end thereof as follows: "The chief of the Police Department may designate any promotion which he may make to be a probationary promotion, and if the chief shall so designate such a promotion, then the provisions of this subchapter shall not apply in that the chief may, without a hearing, and in his discretion, withdraw the probationary promotion within six (6) months from the time it became effective, and the member so promoted will revert to his non- probationary grade without prejudice."

(c) Section 9.82 is hereby amended by deleting the words and figures "one thousand dollars (\$1,000.00)" each time they appear, and substituting in lieu thereof the words and figures "three thousand dollars (\$3,000.00)".

Sec. 2. All laws and clauses of laws in conflict with this Act are hereby repealed.

Sec. 3. This Act shall become effective upon its ratification.

In the General Assembly read three times and ratified, this the 28th day of April, 1969.

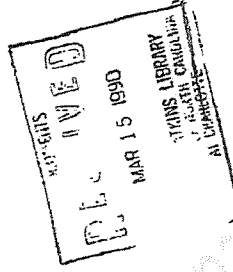
→ THIS DELETION AND ENTIRE
CHAPTER 333 OF 1969 SESSION
WERE REPEALED IN 1999
SESSION LAW 2000-26

* NOTE CHAPTER 333 WAS ENACTED
TO PAVE THE WAY FOR AN OUTSIDE
FIRE CHIEF, WALTER BLACK WOULD RETIRE
IN 1971. JOHN LEE WOULD REPLACE HIM.
(OUTSIDE CHIEF)

CITY OF CHARLOTTE
NORTH CAROLINA

Report With Recommendations
on Recruitment, Selection, Placement,
and Promotion in the Police Department

March 1972

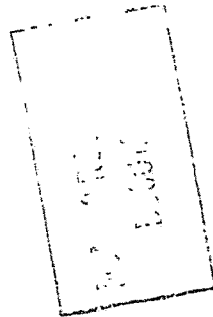


THE JACOBS COMPANY, INC.
150 SOUTH WACKER DRIVE
CHICAGO, ILLINOIS 60606

7600 Old Springhouse Road
McLean, Virginia 22101

1100 Glendon Avenue
Los Angeles, California 90024

LOCAL
DOCS
HV
8148
C38
J3
1972



North Carolina Family Archives
Document that resides in North Carolina Family Archives

CITY OF CHARLOTTE
INTER-OFFICE COMMUNICATION

DATE: February 1, 1973

TO: Mr. David A. Burkhalter
City Manager

R. A. Earle
FROM: R. A. Earle
Personnel Director

SUBJECT: Civil Service Rules

The Civil Service Board, on January 30, approved a set of rules designed to establish procedures and guidelines for the carrying out of its administrative functions and to permit the delegation of some of its functions to the Personnel Department. The rules, set forth in the attached resolution, are based upon recommendations made to the Board by the National Civil Service League and incorporate the major recommendations of the Jacobs Company, Inc. derived from its study of the City's police recruitment, selection, placement and promotion practices. It is recommended that the attached resolution, amending the Personnel Rules and Regulations so as to include the set of rules approved by the Civil Service Board as Rule IX of the City's Personnel Rules and Regulations, be presented to the City Council for its consideration and adoption.

RAE:cw

Attachment

COPY

City of Charlotte

Charlotte, North Carolina 28202

July 23, 1974

Civil Service Board
Charlotte, North Carolina

Dear Boardmembers:

Attached you will find the following information which the Board requested from Robert Middleton, President of the Local 660 Firefighters' Union, at your last meeting:

- (1) Letter from Local 660's attorney, Jonathan Wallas, with written comments relative to their recommended procedures for promotions within the Fire Department;
- (2) Copy of Local 660's revised Recommendations for Changes in the Fire Department's Promotional Policy;
- (3) Copy of a letter from Edward C. Heckrotte, President of the Baltimore Firefighters' Local 734, regarding their court-approved promotional examinations;
- (4) Copy of the Baltimore Fire Department's Performance Evaluation Report;
- (5) Copy of a letter from Ray L. Perry, Assistant to the President of the International Association of Firefighters, with material relative to a validated promotional examination;
- (6) Copy of an Entrance-Examination for the position of Firefighter;
- (7) Copy of a letter from Richard E. Biddle, Director of Selection Consulting Center relative to validation of firefighter selection standards used throughout the United States.

Mr. Middleton advises the City of Baltimore will release a copy of their court-approved promotional examination to the Charlotte Civil Service Board, upon their written request, but would not forward a copy to Local 660.

Very truly yours,


Ruth Armstrong, Clerk to the Board

RA:lc
Attchmts.

CIVIL SERVICE BOARD

600 EAST TRADE STREET

City of Charlotte

Charlotte, North Carolina 28202

August 20, 1976

Chief John E. Lee
Charlotte Fire Department
Charlotte, North Carolina

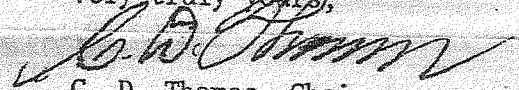
Mr. Brawley:
Confidential!

Dear Chief Lee:

Attached is a copy of the Minutes of the last Civil Service Board Meeting, on Tuesday, August 10, 1976. Also attached is a brief outline of certain amendments the Board adopted relative to recommendations from Mr. Earle regarding the Fire Department Promotional Process for the rank of Lieutenant/Captain.

On Page 109 of the above Minutes, you will note that the Board approved a motion by Mr. Martin that the Fire Chief and the Personnel Department be advised that if they cannot deliver a proper Supervisor's Evaluation Form, to be used by the Supervisors in their evaluation, for the next promotional examination, then the Civil Service Board will take the top 20 candidates and circulate to their Supervisors, questionnaires that the Board will develop which are designed to elicit the information with respect to the candidate's prior performance and his potential for serving as an officer and the Board will evaluate them and give them the numerical score, with a maximum of 20 points.

Very truly yours,



C. D. Thomas, Chairman
Civil Service Board

CDT:lc
Attchmts.

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Chairman Thomas stated in the recommended amendments to the promotional plan, which the Board adopted on August 10th, one of the items the Board approved was a change in the composition of the Oral Interview Board to have it consist of two (2) members of the Charlotte Fire Department (not necessarily District Chiefs); two (2) private citizens (one to be a minority member), to be chosen by the Civil Service Board; one (1) member from the Personnel Department and one (1) member from the Board to act as "Monitor" only.

He asked if the Chief should be asked to approve the Board's recommendation regarding the new composition of the Oral Interview Board and Chief Lee replied he feels there are two things which we must keep separate. One is the prerogatives, charges, responsibilities, etc. of the Civil Service Board and the other is given to the Personnel Department by City Council, and where after the process, the Chief makes the recommendations for the promotions, and the Civil Service Board can approve them, or disapprove them, but City Council has said that the process shall be developed by the Personnel Department and it shall be approved by the Civil Service Board.

Chief Lee stated we got into this dilemma that we are now in, he feels, as a result of the Public Hearing regarding the Fire Department Promotional Plan. That he believes that was the principal factor in our being where we are today and we are trying to satisfy a lot of people. The Fire Department's efforts are aimed in the same end result as the Board's are and that is to satisfy a lot of people, the same people, but to provide a work force, capable of carrying on the job.

He stated they are not really at odds but they do get some misrepresentations at times with regard to it but there is not a single employee out there effected by any of the regulations, or stipulations, provided by either actions of the Board, the Fire Department or the Personnel Department, but what effects each of us the same way.

He stated he would urge, in any of this, that the Board be patient with hearing what the internal effects may be, because his office gets them just before the Board does. That almost invariably, except in in case of Ms. Travis, before the Board gets a problem, the Fire Department has already had it and they have done their best to resolve it and will probably continue to have this type of activity within the department.

Chief Lee stated he would urge that we keep the same goal in mind that the Board recognizes that the Fire Department's problems are the same ones the Board is trying to resolve and that in the development process of the promotional examination, all of it, if we can keep it as methodical and scientific as possible, so that with the least internal dissention, that is really what he is addressing when he is talking about this quantitiveness of this Personnel Evaluation.

He stated if they can make the process work and provide them with very satisfactory Supervisors, which they can continue to do all the work which is theirs to do, that is really what they are after. It is not to satisfy

FIRE DEPARTMENT

125 SOUTH DAVIDSON STREET

City of Charlotte

Charlotte, North Carolina 28202

September 10, 1976

Mr. C.D. Thomas
Chairman of the Civil Service Board
Charlotte, North Carolina

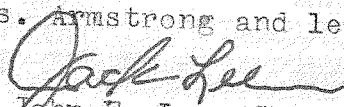
Dear Mr. Thomas:

This is to serve as clarification as to the process of Chief of the Fire Department in relation to promotions. In the meeting yesterday some items were confused and others misconstrued but I would like to be clear on how it will be handled from my end.

The City Charter does state that the Chief of the Fire Department has the authority to make all promotions with the majority approval of the Civil Service Board. The City Charter is State Law and the Civil Service Portion is a part of the Civil Service Act and City Charter but the Chief of the Fire Department is not covered under the act. My position reports to the City Manager and ultimately to City Council and they approved through a Council Resolution on February 5, 1973, the "Civil Service Rules". Those rules are clear as to how the promotional process is to be run for the fire department. Failure to follow the process would prove any candidate for promotion invalid. Due to this issue the Chief could not legally submit anyone for promotion that had not went through the approved process

The meeting yesterday was interesting and did bring to light some good points but the process belongs to City Council as does the Civil Service Board. The Chief just selects the names from the certified list after the process is complete. This makes it fair and equitable. It also makes it legal.

Please pass this along to the Board and Ms. Armstrong and let me know if anyone has further questions.


John E. Lee, Chief
Charlotte Fire Dept.

November 26, 1990
Minute Book 97 - Page 248

Primarily the key function of the Civil Service Board is in the appeal process so the Police and Firemen have a vehicle in which they can appeal those things which they feel need to be addressed, having to do with either their own personal situation or a problem in the department.

Mr. Primm stated the majority of the committee supported the changes. Basically the hiring of our Police and Firemen are done through delegated authority which is the City Human Resources Department. There are certain State rules and regulations which must be complied with in setting the standards to hire these individuals and bring them into these departments. One area which has been going on since 1978 was to select the management team of the Fire and Police Departments. The Fire Department had basically always done theirs through the normal procedure, but the Police Department had not. They are faced now with a new Police Chief coming in and he will be selecting a management team and will want to be able to have the key people in his department to form that team and help him get started as a new chief. That is one of the exceptions and really is the genesis of the request for this review in his opinion. This had been a question on the part of the Civil Service Review Board in that they felt they were not being consulted in this area and it was in their Charter to do so. The other was promoting personal within the departments without Board approval. The committee felt the promotion procedure needed to be rewritten and would allow the Chiefs of the Departments to promote their people without submitting it to the Review Board, which he felt was a rubber stamp procedure. In the history of the Departments review of the Civil Service Board's review they have never turned down a promotion and he feels that is important because it did delay the process, but any individual still has the right to appeal, if they have a just cause, to the Civil Service Review Board if they feel they have been over looked in anyway. Further in this area is investigations - the Civil Service Review Board has never conducted an investigation, but they have been authorized to do so. Should they find that there are promotion problems, they can request such an investigation from the City Manager the way it is now written. The way it was written previously, they had that investigative authority on their own. This does not take it away from them, but puts them in the procedural way in which they would actually work; bring it to the City Manager, he in turn would present it to the City Council for investigation if that was necessary.

Mr. Primm stated the main thing he felt was that the rank and file of the Police and Fire Departments wanted to maintain the right to have an appeal process. This was very key to them and they were very sensitive about that. This is still available to anyone in the departments. Mr. Primm stated at the outset of this they asked anyone who wanted to testify before the Committee to do so and they had some who did come before the committee. He understands now there are others who want to testify after they have completed the report, who object to the report. He wishes they had come before the Committee when they were discussing the matter and give the Committee time to ring out the problem. They spent a lot of time on this and he believes there was a lot of bad feelings about why this was in place and what needed to be done to change it. He tried to arbitrate that so they could have agreement among everyone, with the one exception, and that is on the promotion issue.

In summary Mr. Primm stated he feels it is important to have a Charter that is updated, one that reflects how the City's business actually does work and would work and gives the strength in an organization that will give the best Police and Fire Departments for the City. He feels that is what it was all about.

Councilmember McCrory thanked Mr. Primm and his Committee for their hard work because this is a very difficult topic to discuss and try to reach a consensus. Mr. McCrory asked Mr. Primm, based upon the minor changes, does the first line officer in both the Fire and Police Departments still have an opportunity, if they disagree with a disciplinary action or a promotion action to get a hearing in front of the Civil Service Board.

Mr. Primm stated he feels they would have that opportunity.

mpl.

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Councilmember Martin referred to Mr. Primm's statement that the Civil Service Board has the opportunity to investigate promotion and asked at what point in the process is he suggesting the promotion occur? Would it be before the actual promotion or after the promotion.

Mr. Primm stated he believes it would be after the promotion; somebody who felt they were not given a fair shake and would request it be either locked into and investigated or they would appeal it.

Mr. Martin asked if it would not expedite procedures a little better if the Chiefs say they anticipate promoting an officer and would like for the Board to take the opportunity to make any investigation if they so choose?

Mr. Primm stated in order to keep it flowing, make available to the Civil Service Board, all promotions which were occurring and they would have that opportunity to review, comment or complain about them if they were not satisfied. If someone is promoted and the Chief tells a person they are promoted and it goes before the Board and they say you are not promoted, he does not think that is right. That is not the way a department really should function.

Mr. Martin stated he was not suggesting that. His question is, would it not expedite the situation if the investigation was done before the promotion then if the Board found out something the Chief did not know, it would save the problem of demoting the man and going through the process all over again. Since the agenda item is not clear, he is asking Mr. Primm what was in his mind and what was the Committee's thinking?

Mr. Primm stated in his mind it was to keep them informed and that an investigation probably would not come up because they have never had an investigation on the part of the Board, although they have had this authority.

Mr. Martin stated that does not mean that they will never have one.

Mr. Primm stated he agrees with that and they could very well have one, and he feels it is key that they have that authority through the Civil Service Board and through the citizen being able to request an investigation. They have had nothing but the finest and they want to keep it that way.

Marvin Wilson, 4419 Monroe Road, stated he was President of the Charlotte Firefighters Association and he is in opposition to items 1 and 2 of the recommended changes. Item 1, the hiring practice should not be changed. Item 2, the Fire Chief appointing his three divisions and two assistants have the possibility of creating a level of management "yes men". The Association is against this and he would urge the Council to vote no.

Bill Ensley, President of the Fraternal Order of Police, stated he was a retired Police Captain with 30 years of service and is currently President of the Charlotte-Mecklenburg Fraternal Order of Police. He represents approximately 400 of the City Officers and with his past 30 years association with the fellow officers within the department he speaks on behalf of them in conveying their wishes that the Civil Service Board remain intact and no changes be made. Mr. Ensley stated he has experienced the benefits of the Civil Service Board and almost daily an officer is confronted with a violator or an arrestee who tries to apply their influence on the officer's performance. Their department reputation nationally shows that they have had something good going on for them for many many years. They fear that any changes in the Civil Service is just a beginning of many yet to come. The officers cannot maintain the moral and an aggressive and equitable enforcement of the laws upon all violators if they are in constant fear of being fired due to outside pressures. One proposed change permits the Chief to fire an officer first and then the officer must try to get the job back. Why should this change occur? If the Civil Service Board serving as an objective third party reviews the same facts the Chief has, would it not be more logical to complete this process before the firing takes place. If the evidence is sufficient, the same results would be achieved. Consider the impact upon an officer and his career to have been fired for performing his or her duties and then to

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November 26, 1990
Minute Book 97 - Page 250

have this action over turned. Not only will their moral and productivity be lost, but so will that of the other members of the department.

Mr. Ensley stated the Civil Service Board serves as a very valuable checks and balance in an area where checks and balance are extremely vital. It may be true that Civil Service rubber stamps most promotion, but this may be due to the fact that the recommended promotions have been carefully selected because of the system of review by the outside body. They do not have promotion today based on "good old boy" attitudes, partly because of the Civil Service review. Confidence in the promotion process is maintained because each officer knows that a review will take place. The Civil Service review process cost very little if anything to the City of Charlotte. It certainly has a positive impact on the officer's performance and moral. They have heard of no problems that would warrant changes in this process. The City has a grievance process, but this can never take the place of a third party review. Many officers have, through experience, lost confidence in the grievance process and feel the Civil Service Board is their only assurance of just treatment when undue pressures are applied. At a time when officers are in need of all the support they can get they do not need to cause a moral problem or to make changes that would inhibit any officer from aggressively enforcing all laws on all violators. He urged the Council to make no recommendations to change the current Civil Service Process at this time.

Councilmember Matthews asked Mr. Ensley to explain to him why a uniformed officer in Police and Fire is any more or any less subject to discrimination than any other public employee.

Mr. Ensley stated they are concerned that they would have undue pressure applied to them as far as political pressure or influence from any reason from outside through their department heads or other heads on actions they take. They feel they would be under a lot of coercions by these outside pressures and this is what they are trying to fight against.

Mr. Matthews asked if he feels they are more subject to those pressures than an employee of the Department of Transportation, to which Mr. Ensley replied yes; these officers are enforcing the laws of the land and they are under these pressures simply because they are representing the laws of the land.

Councilmember Martin stated if a white Police Officer goes out and shoots a black youngster, the first thing the City will want to do is fire that officer because if they don't they will figure they will have a racial confrontation in the community and the officer may have been completely justified or it may have been by mistake, but that is the kind of situation the Policemen and Firemen have to be protected from. These men have to make split decisions and don't have time to call their supervisor when they are looking down the barrel of a gun or when a house is burning down and a child has to be rescued. They have got to do something and often when that officer pulls his revolver and uses it, he is assumed to be wrong before he gets a chance to prove he is right and that is what he believes he hears Mr. Ensley saying.

Mr. McCroxy stated he agrees with Mr. Martin 100%, but wants them to keep an open mind because some of these revisions still keep in tact the meaning of the Civil Service Board and allows the appeal process and he is a firm believer in that, therefore he hopes they will listen to all of the speakers and not get the impression that they are getting rid of the Civil Service Board, because they are not.

Richard Cole, Fraternal Order of Police, stated he had been with the City for approximately 24 years and they don't need an appeals process after the fact. He stated he was speaking primarily from the Police Officer's standpoint and this can cause undue problems on City employees and can prevent an officer from doing the job he should do. The Civil Service Board has served the citizens of this community well throughout the years; they have protected the public and have served to protect the rights of the Police officers. The proposed changes would water this down to where one or two individuals within the City government would make the hiring and firing changes. They don't need that. If an office is

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attempting to enforce the laws of the State and City and an individual, through connections, political or otherwise, could possibly "get the officer's job" simply because he had some connections; this officer is going to be terminated then the appeals process takes over. That officer is may have a family and he or she is out there trying to their job and he would urge the Council, if it is not broken they don't need to fix it.

Marvin Smith, 650 Reeves Court, stated he was a former member of the Civil Service Board and while he was on the Board he attended every meeting, every hearing and everything that happened and never missed a meeting. If they delete one sentence from the present Charter they will make the Police and Fireman back up. They take chances every minute they are on duty. He said he rides with the Police and Firemen and he knows from what he speaks. He stated one time he had to take the shotgun out of the holster and thought he would have to use it to keep two Police officers from being killed. If they back off and say they better call their supervisor, a lot of people is going to get hurt.

With regards to the hiring, Mr. Smith stated they had two incidents, one from the Police and one from the Fire Department. They received applicants which were the worst he has ever heard in his life and the Board asked why they brought these applications to them. He would not want those people living in Mecklenburg County, much less serving on the Fire and Police Departments. The Board was told the applicants were the dregs, but it is better for the Board to say no than the departments. Mr. Smith asked the Council to give this matter serious thought and don't make the Police and Firemen back up from their job because they of being afraid of making a mistake and being punished by the Chiefs instead of the Board.

Jan Thompson, 2601 Croydon Road, stated having serviced on the Civil Service Board for six years as a member, Vice Chair and Chair Person, she may have some insight into the issues being raised. She stated when you define investigation the Board has investigated over the years; in the six years she served on the Board, they frequently asked the Department to look into issues which the Board thought were appropriate. Two in particular comes to mind in the Police Department in finding an excessive number of excessive uses of force cases coming before the Internal Affairs Board, wondering why they had not been dealt with properly; why they were having an increase in that number. The Department did its own investigation, reported to the Board, made some changes and those are issues you never hear or read about in the paper because they are done before there are any problems, not after. Another issue which was addressed by the Police Department was a matter of domestic violence within the department members, so the Board has done and has requested investigation. The second factor which Mr. Primm addressed was that the Board has never questioned a promotion. The Board has frequently asked both Departments for additional information before approving promotions. Now whether you would say the Board had turned down a promotion, no, but they requested additional information because there was not an adequate amount or the investigation had not been conducted properly in order to get that matter approved by the Board Members. Those are two area in which the Board has, depending on how you define investigation, how you would define turning down or not approving a promotion, where they have had some input.

Ms. Thompson stated that Police Officers and Firefighters are required to meet extraordinary standards. In return they have extraordinary powers over their fellow citizens. They can come into your home to fight a fire and they can arrest you. They have the power to put anyone behind bars, if the City had enough bars to put them behind. These very special civil servants and all the people they serve must be confident that they are insulated from arbitrary hiring, disciplinary or promotional decisions. The current Civil Service Board Charter serves this purpose and serves it well. The Civil Service Board as presently chartered, walks a fine line in protecting the public interest, in protecting the citizens and the uniformed officers who serve the citizens. The Board does not do this alone, but does it in conjunction with the Police Chief, the Fire Chief and the City staff. There is a unique balance created by these four groups working together which has given Charlotte the finest core of Firemen and Police Officers to be found anywhere in this Country. The present Civil Service Board Charter works and works well at no cost to the taxpayer. She

November 26, 1990
Minute Book 97 - Page 252

personally finds no merit, no efficiency and no cost savings for the officers or the public in switching any of the Board's duties at this time to any other department.

Vance Elstrom, 10448 Surrey Court, stated he was with the Police Benevolence Association, representing approximately 400 members of the Mecklenburg County Law Enforcement Officers. As a unit they are opposed to the changes in the Civil Service Charter as proposed to the Council. They have heard that the Civil Service Board has been dubbed as a "rubber stamp" committee, that it is useless and has never involved itself in a promotional process. He personally has never invoked his right to Council, but it is nice to know that he has that right. They have to decide whether or not a single individual has the right to promote from the rank and file all the way up to his assistant. This is the thing that must be protected as it is now. The system, as it is now, says that a person must meet a certain criteria in order to be promoted; this criteria has to be reviewed by the Civil Service Board. They may not have a situation where it has been opposed in the past, but again, to reiterate what Mr. Ensley said, don't you think the reason it has never had to be opposed, no-one has ever had to be turned down is because the City itself in its hiring and promoting had to say "we better do a good job first because we have a watch dog system that is in place and they have to promote the best available and not take away somebody later on because we did not do our job properly". The City's fore fathers were wise enough to recognize that there would come a time with an employee/employer disagreement would come about because of either hiring, firing or promotional process. They recognized the need for and took steps to secure that the impartial and fair treatment of employees would take place and that is the Civil Service Board. They as law enforcement officers of Mecklenburg and the City of Charlotte cannot operate without knowing that they have an impartial and fair treatment. It is not an after the fact that they need to prove they did okay, it is before they ever suffer the loss of money to support their families. This is something that has to be brought about, not after the fact, but before the fact.

There has been mention of turning this over to the City Manager's office because they have an adequate grievance procedure to handle these things. Many of you know the Police Benevolence Association has spent thousands of dollars to prove that this is just not happening. Some of you have been directly involved in some of those grievance procedures which have dragged on for two to four years before they were corrected, and not done through the grievance procedure. The Civil Service process helps protect against this. The Council can protect the Civil Service and he is asking them to do that.

Mr. McCrory stated he understands some of the concerns being brought up with regards to the aspect of when they are notified of promotion. He would like to hear specifically from Mr. Elstrom where does he see a dilemma or not an opportunity for a Police Officer or Firefighter not to appeal a decision like they can currently do, in which they are suspended, terminated, demoted or otherwise in some type of action. Is there something in the proposed changes that says that can no longer occur? He still sees that ability by a Police Officer or a Fire Department official who for some reason is punished for whatever action has the ability to go straight to the Civil Service Board if they so choose.

Mr. Elstrom stated the way he understands it, right now the process is the Police or Fire Department must first gain all of their necessary evaluations prior to submitting a name and they must evaluate these fairly and impartially against all other applicants for the same position. The City has to come up with good logical reasons why they must promote one person over another.

Mr. McCrory stated he was going back to disciplinary action for current officers. He is hearing people talk about the unique circumstances of Police officials and Fire Department people which he definitely agrees with. He said he was looking for something in this basically clarification of what the Civil Service Board's authority is which tells him that a Police Officer or Fireman no longer has the ability to go to the Civil Service Board under the new recommendation.

mpl

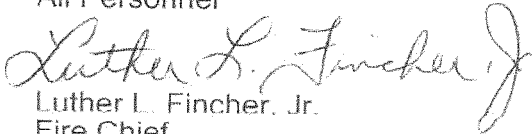
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--Please Post--



Charlotte Fire Department MEMORANDUM

To: All Personnel

From: 
Luther L. Fincher, Jr.
Fire Chief


Timothy D. Mayes
Human Resources Director

Subject: Promotional Process for Battalion Chief

Date: January 27, 2004

I. Notice of Competitive Process

Applications will be accepted from **February 9th – 20th, 2004** to establish an eligible pool of candidates for promotion to the rank of Battalion Fire Chief.

II. Eligibility to Compete

Candidates must meet the following requirements as of Friday, February 20, 2004 to be eligible to compete in promotional process for the rank of Battalion Fire Chief:

1. Have four years of service as a Captain as of February 20, 2004.
2. Completed OCS II by February 20, 2004.
3. Received at least a good rating on the last PFQ.
4. Received at least a good rating on the last two regular performance appraisals. Any Fire Captain who has been on performance probation within the last two years (February 20, 2002 – February 20, 2004) will not be eligible to compete.
5. Possess a minimum of an Associate's (two year) Degree in Fire Science or any four year B.S./B.A. Degree.

PLEASE NOTE

After January 1, 2005, a minimum of a B.S./B.A. (four year) degree will be required to participate in the promotional process for Battalion Fire Chief. Beginning January 1, 2008, candidates will have to have completed new OCS II requirements.

III. Method of Application

Eligible candidates wishing to compete for promotion to the position of Battalion Fire Chief must submit a completed promotional application to Fire Administration, 228 East Ninth Street. Applications are available in Fire Administration or on the k:drive in the 2004 Promotional Process folder. Applications will be accepted beginning Monday, February 9, 2004, at 8:00 AM through Friday, February 20, 2004 at 5:00 PM.

Please circle the appropriate process and the date you intend to take the written test on the top of your application.

A copy of your valid driver's license and a copy of your college transcripts indicating completion of degree requirements or a copy of your diploma must be attached to your application or it will not be considered.

IV. Process Components

- A. Written Test
- B. Assessment Center Exercises
 - 1. Operations Management Exercise
 - 2. Oral Board
 - 3. Writing Exercise

V. Written Examination

The written examination will be conducted on Tuesday, March 16th and Wednesday, March 17th, 2004 at the Training Academy, rooms 2121 and 2107. Candidates must arrive in class B uniform by 1:00 PM to take the test.

Three and one-half (3 ½) hours will be allowed to complete the examination, which will consist of multiple-choice questions. Examinations are administered under the supervision of City Human Resources. Charlotte Fire Department personnel do not have access to the test prior to the examination date. Candidates' identities will be concealed during scoring by the test vendor. All candidates will be informed by mail of their test scores and whether their scores meet or exceed the recommended cut-off score.

The reading list for this test is attached. After each candidate completes the exam, he/she will be given the opportunity to submit any test items for review. The department and the test vendor will review these items for accuracy and relevance.

VI. Assessment Exercises

All candidates meeting or exceeding the recommended score on the written test will be invited to participate in an assessment center, which will consist of three components:

- 1) Operations Management Exercise
- 2) Oral Board
- 3) Writing Exercise

Each section of the assessment center will have a recommended cut-off score. All candidates will be informed by mail of their assessment scores and whether their scores meet or exceed the recommended cut-off. Sections One and Two of the Assessment Center will be evaluated by three assessors. Section Three will be scored by test vendor Darany and Associates.

The Assessment Center is scheduled for the week of May 17, 2004 at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Examination and Assessment Center Values

Written Examination	40%
Assessment Center:	
Operations Exercise	20%
Oral Board	20%
Writing Exercise	20%

VIII. Relevant Factors in making Promotional Decisions

The following Relevant Factor points will be added after the Assessment Exercise:

- **Seniority:** One-half ($\frac{1}{2}$) point for each full year of service (Maximum of 5 points).
- **Performance:** One (1) point for PRD rating "exceeded performance" or MBR rating "good". Two (2) points for PRD rating "exceptional performance" or MBR rating of "exceeds" Points are awarded for the last two rating periods (Maximum of 4 points). *(No points are awarded for a 'good' or above rating that brings a candidate off of performance probation.)*
- **Education:** 2 points BS/BA degree Fire Science

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2004-2005 Battalion Chief's Promotional Eligibility Pool will be in effect from July 1, 2004 until June 30, 2005, or until the eligibility pool is exhausted, whichever comes first.

All newly promoted Battalion Chiefs will serve a one-year probationary period, during which they will be required to complete an approved Community Service project. To remain eligible, candidates must maintain at least a good performance level rating and not be subject to any major disciplinary action.

VIII. General Information

Deputy Chief Jon Hannan will oversee the administration of all promotional processes. If you have questions regarding this process or this announcement, contact Austin Hardison in Fire Administration at 704-336-3772.

PLEASE NOTE:

- *There is a cut-off score on the Assessment Center and the Written Exam.*
- *This process is evaluated annually and is subject to change.*

This announcement, the attached reading list and the promotional application can be found on the Fire Shared Drive at K:\2004 Promotional Process Information.

Reading List for the Rank of Battalion Chief
Charlotte Fire Department
December 8, 2003

All books listed were in print and available from the publishers as of November 2003, unless otherwise noted. Publishers' addresses are given at the end of the list. The ISBN number is located next to the title in parentheses. Many books on the list may also be purchased from Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. IFSTA Training Manuals (Oklahoma Manuals) - published by Fire Protection Publications, Oklahoma State University.

1. Essentials of Firefighting (0-87939-149-9)
4th edition, 1998, 716 pages.
2. Fire Service Ground Ladder Practices (0-87939-125-1)
9th edition, 1995, 203 pages.
3. Fire Service Rescue Practices (0-87939-129-4)
6th edition, 1996, 360 pages.
4. Fire Department Company Officer (0-87939-161-8)
3rd edition, 1999, 326 pages.
5. Pumping Apparatus Driver/Operator Handbook (0-87939-166-9)
1st edition, 1999, 471 pages.
6. Fire Service Loss Control (0-87939-164-2)
1st edition, 1999, 117 pages.
7. Fireground Support Operations (0-87939-203-7)
1st edition, 2002, 324 pages.

*** Please Note: IFSTA Manuals Forcible Entry and Fire Ventilation are now out of print and have been replaced with Fireground Support Operations.

B. Other Technical Manuals

1. Firefighting Principles and Practices (0-87814-020-1)
Clark, William E., 2nd edition, 1991, Fire Engineering, PennWell Books, 473 pages.
2. Fire Officer's Handbook of Tactics (0-912212-72-1)
Norman, John, 2nd edition, 1998, Fire Engineering, PennWell Books, 451 pages.
3. Structural Firefighting (0-87765-444-1)
Klaene, Bernard J. "Ben" and Sanders, Russell E., 1st edition, 2000, NFPA, 427 pages.

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Management in the Fire Service (0877653577)
Carter, Harry R. and Rausch, Erwin, 3rd edition, 1999, NFPA, 450 pages, (MFS-98).
2. Effective Supervisory Practices (0-87326-074-0)
3rd edition, 1995, ICMA, 232 pages.

D. Administration

1. Managing Fire and Rescue Services (0-57326-128-3)
1st edition, 2002, ICMA, 538 pages.
2. Charlotte Fire Department Operations Manual (k:/Operations Manual December 2003)

Reading List for the Rank of Battalion Chief
Charlotte Fire Department
December 8, 2003

PUBLISHERS' ADDRESSES

Edcon Press (www.edconpress.com)

31 West 8th Street, P.O. Box 457, Bayonne, New Jersey 07002

In New Jersey - (201) 858-0648

Out of State - (800) 253-3266 (Phone order with credit card)

Fire Engineering, PennWell Books (www.pennwell-store.com)

P.O. Box 21288, Tulsa, Oklahoma 74121

(800) 752-9764 FAX - (918) 831-9555

International City Management Association (www.bookstore.icma.org)

777 N. Capitol, N.E., Suite 500, Washington, DC 20005

(800) 745-8780

International Fire Service Training Association (IFSTA) (www.ifsta.org)

Fire Protection Publications, Oklahoma State University

930 N. Willis, Stillwater, Oklahoma 74078-8045

(800) 654-4055 FAX - (405) 744-8204

National Fire Protection Association (NFPA) (www.nfpacatalog.org)

11 Tracy Drive, Avon, Massachusetts 02322-9908

(800) 344-3555 FAX - (800) 593-NFPA

K.S. [Signature]

CHARLOTTE FIRE DEPARTMENT
MEMORANDUM

TO: ALL PERSONNEL
CHARLOTTE FIRE DEPARTMENT
Luther L. Fincher, Jr.

FROM: Luther L. Fincher, Jr.
Fire Chief

William H. Wilder
William H. Wilder
Human Resources Director

DATE: February 01, 1996

SUBJECT: FIRE CAPTAIN'S PROCESS
ENGINEER

- I. **Notice of Competitive Promotional Process**
Written Examinations will be held on Tuesday, March 12 and Wednesday, March 13 1996, for the purpose of establishing an eligible pool of candidates for promotion to the position of Fire Captain.

- II. **Eligibility to Compete**
Candidates must meet the following requirements as of Friday, March 01, 1996, in order to be eligible to compete for promotion to the position of Fire Captain.
 1. Have served 5 years in the Fire Department as of March 01, 1996.
 2. Currently serving as either a Firefighter II or Firefighter Engineer.
 3. Firefighter II's must have served as least 1 year as of March 01, 1996.
 4. Have completed O.C.S. I by March 01, 1996.
 5. Received at least an expected rating on the last 2 performance appraisals.
 6. Received at least an expected rating on the last 2 physical fitness ratings.

III. **Method of Application**

Candidates eligible for the position of Fire Captain must submit a completed promotional application in person to the City's Human Resources Department, 5th Floor, Charlotte-Mecklenburg Government Center, 600 East Fourth Street, on or before 5:00 pm on Friday, March 01, 1996. Indicate your assignment (i.e., E-1 A-Shift) in the place designated for "Division." Complete the entire application as we will retrieve information for computing other relevant factors from employment application.

IV. **Process Components and Value Factors**

- A. Written Test
- B. Application of relevant factors
- C. Assessment Center Exercises
 - 1. Operations Management Exercise
 - 2. Oral Board

* The combined values of the Written Test scores and application of Relevant Factors will equal 50% of the process.

*The combined scores of the Assessment Center Exercises will equal 50% of the process.

V. **Written Examination**

The written examination will be conducted on Tuesday, March 12 and Wednesday, March 13, 1996, at 9:00 a.m., at the Fire Training Academy. Eligible candidates must indicate on the application which date they will take the test. Candidates **must** be in uniform to take the test. As recommended by McCann, 3-1/2 (three and one-half hours) will be allowed to complete the examination. The test will consist of multiple choice questions, and candidate's identities will be concealed during scoring. All candidates will be informed of their test score.

A Reading List for this test is attached.

VI. **Value of Relevant Factors**

*Seniority 1/2 point will be added for each year of service up to a maximum of 5 points

*Serving as Engineer - 2 points will be added for each candidate who is a Firefighter Engineer with at least 1-year of service

*Performance - 1 point for an above expected rating and 2 points for an exceptional rating for the last 2 rating periods

- Education**
- 1 point AA degree non Fire Science
 - 2 points AA degree Fire Science
 - 2 points BS degree non Fire Science
 - 4 points BS degree Fire Science

VII. Assessment Exercises

All final candidates (approximately the top 25 and ties) will participate in an assessment center. Candidates participating in the Assessment Center will be notified of the process, including the time and place.

The points for the Relevant Factors will be added to the written test score and the top 25 candidates and ties will advance to the Assessment Center. Candidates participating in the Assessment Center will be notified of the process including the time and place.

VIII. Promotional Decisions

The scores from the Assessment Center will be added to the previous scores from the Written Test and application of Relevant Factors. The top 15 candidates will then be placed in an eligibility pool. This Eligibility Pool will be certified by the Human Resources Director and approved by the Civil Service Board.

The Fire Chief shall have the authority to appoint any eligible candidate in the eligibility pool. This eligibility pool will remain in effect until all 15 candidates are promoted. To remain eligible, candidates must maintain, at the least, expected performance levels and not be subjected to any major disciplinary action.

All newly promoted Captains will serve a 1-year probationary period and be required to complete an approved Community Service project during this probationary period.

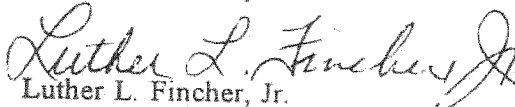
- IX. Deputy Chief David Taylor will be coordinating the promotional process. If you have questions he can be reached at 336-8565.**


LLF:WHW/tm

Attachment

CHARLOTTE FIRE DEPARTMENT
MEMORANDUM

To: ALL PERSONNEL
Charlotte Fire Department

From: 
Luther L. Fincher, Jr.
Fire Chief


William H. Wilder
Human Resources Director

Date: February 01, 1996

Subject: **Promotional Process for Battalion Chief**

- I. Notice of Competitive Promotional Examination
Written examinations will be held on Wednesday, March 27 and Thursday, March 28, 1996, for the purpose of establishing an eligible pool of candidates for promotion to the rank of Battalion Chief.
- II. Eligibility to Compete
1. Candidates must be a Captain and have served in that rank for at least four (4) years effective Friday, March 01, 1996.
 2. Completed OCS II by March 01, 1996
 3. Received at least an Expected rating on the last 2 Physical Fitness ratings.
 4. Received at least an Expected rating on last 2 Performance Appraisals.
- III. Method of Application
Eligible candidates wishing to compete for promotion to the position of Battalion Chief must return a completed promotional application to the Human Resources Department, 5th Floor, 600 East Fourth Street, Charlotte-Mecklenburg Government Center, on or before 5:00 pm on Friday, March 01, 1996. Indicate your assignment (i.e., E-1 A-Shift) in the place designated for "Division." Complete the entire application as we will retrieve information for computing other relevant factors from the employment application.

**(MARK THE DAY YOU PLAN TO SIT FOR THE WRITTEN EXAM
AT THE TOP OF YOUR APPLICATION)**

IV. Examination Value Factors

The written test and the Assessment Center will be weighed equally.

V. Examination Process

The written examination will be conducted on Wednesday, March 27 and Thursday, March 28, 1996 at 9:00 a.m., at the Fire Training Academy Rooms 100 and 140. Candidates need to indicate on their completed application which date they intend to take the test. We will allow candidates three and one-half hours to take the test as recommended by McCann Associates Incorporated. The test will consist of multiple choice questions, and candidates identities will be concealed during scoring. Candidates must be in uniform to take the test.

VI. Assessment Exercises - Written Examination Scores

Candidates will be informed as to whether they passed or failed the examination. Approximately 12 candidates will be eligible to participate in the assessment center. (Candidates participating in the assessment center will be notified of the process, including the time and place.)

VII. Promotional Decisions

The Fire Chief has the authority to appoint any eligible candidate certified by the Human Resources Director and approved by the Civil Service Board. In making promotions, the Fire Chief retains the authority to consider any and all relevant factors. Relevant factors include but are not limited to the following:

Seniority, level of physical fitness, productivity, ability to work with others, performance, education, training, experience, affirmative action and performance on the written exam and assessment center activities.

The Battalion Chief's Promotional Eligibility Pool will remain in effect for twelve (12) months or until the list is exhausted, whichever occurs first.

All newly promoted Battalion Chiefs will serve a 1-year probationary period and be required to complete an approved Community Service project during this probationary period.

VIII. Deputy Chief David Taylor will be coordinating this promotional process. If you have questions he can be reached at 336-8565.

LLF:WHW/tm

Attachment(s)

Reference List
for the Rank of Battalion Chief
in Charlotte, North Carolina

Many books on the list may also be purchased from Edcon Press. All books listed were in print and available from the publishers as of November, 1995 unless otherwise noted. Publishers' addresses are given at the end of the list of books. Order numbers are given in parentheses after each book, where applicable.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. IFSTA Training Manuals (Oklahoma Manuals) - published by Fire Protection Publications, Oklahoma State University.

1. Essentials of Firefighting - 3rd edition, 1992.
2. Forcible Entry - 7th edition, 1987, 270 pages.
3. Fire Service Ground Ladder Practices - 8th edition, 1984, 388 pages.
4. Fire Hose Practices - 7th edition, 1988, 245 pages.
5. Salvage and Overhaul Practices - 7th edition, 1985, 225 pages.
6. Fire Stream Practices - 7th edition, 1989, 464 pages.
8. Fire Ventilation Practices - 7th edition, 1994, 188 pages.
9. Fire Service Rescue Practices - 5th edition, 1981, 262 pages.
18. Fire Department Company Officer - 2nd edition, 1989, 278 pages.
19. Chief Officer - 1st edition, 1984, 211 pages.

B. Other Technical Manuals

7. Firefighting Principles and Practices - Clark, William E., 2nd edition, 1991, PennWell Books, 473 pages.
13. Fire Officer's Handbook of Tactics - Norman, John, 1st edition, 1991, Fire Engineering, PennWell Books, 540 pages.

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Company Command for Company Officers in the Professional Fire Service - Page, James O., 1st edition, 1973, Borden Publishing Company, 160 pages.
5. Management in the Fire Service - Carter, Harry R. and Rausch, Erwin, 2nd edition, 1989, NFPA, 391 pages, (MFS-89).

Administration

2. Managing Fire Services - 2nd edition, 1988, ICMA, 506 pages.

ADDITIONAL RELATED TEXTS

D. Technical, Arson Investigation & Emergency Medical Care

1. Operations Manual - Charlotte Fire Department

Publishers' Addresses

- Borden Publishing Company, 2623 San Fernando Road, Los Angeles, California 90065, (213) 223-4267.
- Edcon Press, 31 West 8th Street, Bayonne, New Jersey 07002, (201)858-0648; Out of State (800)253-3266. (Phone order with credit card).
- International City Management Association, 777 North Capitol, N.E., Washington, DC 20002, (202) 289-4262. (Accounts Receivable).
- International Fire Service Training Association (IFSTA), Fire Protection Publications, Oklahoma State University, Stillwater, Oklahoma 74078, (800)654-4055.
- National Fire Protection Association (NFPA), Battery March Park, Quincy, Massachusetts 02269, ATTN: Publications Sales Division, (800)344-3555.
- PennWell Books, P.O. Box 21288, Tulsa, Oklahoma 74121, (800)752-9764 (Order Desk).

Charlotte Fire Department

MEMORANDUM

Date: January 21, 2000
To: All Personnel
From: Luther L. Fincher, Jr.
Fire Chief

William H. Wilder
Human Resources Director

Subject: **Promotional Process for Fire Captain**

I. Notice of Competitive Process

Written Examinations will be held on Thursday, March 16, 2000 and Friday, March 17, 2000, for the purpose of establishing an eligible pool of candidates for promotion to the position of Fire Captain.

II. Eligibility to Compete

Candidates must meet the following requirements as of Friday, March 10, 2000, to be eligible to compete in the promotional process for the rank of Fire Captain.

1. Five years service in the Fire Department as of March 10, 2000.
2. Currently serving as either a Firefighter II or Firefighter Engineer.
3. Served as a Firefighter II at least 1 year as of March 10, 2000.
4. Completed OCS I by March 10, 2000.
5. Received at least a good rating on the last 2 regular performance appraisals. Any Firefighter II or Engineer who has been on performance probation within the last 2 years (March 10, 1998-March 10, 2000) will not be eligible to compete for the rank of Fire Captain.
6. Received at least a good rating (50 or greater) on your last physical fitness rating.

PLEASE NOTE

After January 1, 2003, a minimum of an Associate's (two year) Degree in Fire Science or any B.S./B.A. (four year) Degree will be required to participate in the promotional process for Fire Captain.

III. Method of Application

Candidates eligible for the position of Fire Captain must submit a completed promotional application in person to the City's Human Resources Department, 5th Floor, Charlotte-Mecklenburg Government Center, 600 East Fourth Street, before 5:00 p.m. on Friday, March 10, 2000. Indicate your assignment (i.e., E-1 A-Shift) in the place designated for Division. Please complete the entire application as we will retrieve information for computing relevant factors from the employment application. **Please write the date you intend to take the written test on the top of your application.**

IV. Process Components

- A. Written Test.
- B. Assessment Center Exercises
 - 1. Operations Management Exercise
 - 2. Oral Board

V. Examination and Assessment Center Values

The Written Test and Assessment Center will be weighed equally.

VI. Written Examination

The Written Examination will be conducted on Thursday, March 16th and Friday, March 17th, 2000 at 10:30 a.m., at the Fire Training Academy. Candidates must be in uniform to take the test. As recommended by McCann, 3 and 1/2 (three and one-half) hours will be allowed to complete the examination. The test will consist of multiple choice questions, and candidate's identities will be concealed during scoring. All candidates will be informed of their test score and whether their score met or exceeded the recommended cut-off score.

A Post Test review will be held after the written exams are completed. This Post Test Review is intended to answer concerns (if any) about particular test questions. Additional information about this review process will be provided upon taking the Written Examination.

VII. Assessment Exercises

All candidates meeting or exceeding the recommended cut-off score on the written test will be invited to participate in an assessment center. Candidates participating in the assessment center will be notified of the process, including the time and place. All candidates will be informed of their assessment scores and whether their score met or exceeded the recommended cut-off score. Candidates meeting or exceeding the recommended score will be placed in an eligibility pool. The Assessment Exercises will be evaluated by individual assessors. The Assessment Exercises are tentatively scheduled for the week of May 8, 2000.

VIII. Value of Relevant Factors

- Seniority— 1/2 point will be added for each year of service up to a max of 5 points.
- Serving as Engineer - 2 points will be added for each candidate who is a Firefighter Engineer with at least 1-year of service (as of March 10, 2000).
- Performance

1 point for a good rating
2 points for an exceeds rating

(Maximum of 4 points from the last two rating periods. Applicants will not receive points for a good or above rating that brings them off performance probation).

- Education
 - 1 point AA degree non Fire Science
 - 2 points AA degree Fire Science
 - 2 points BS/BA degree non Fire Science
 - 4 points BS/BA degree Fire Science

(Points are only awarded for the highest degree earned.)

IX. Promotional Decisions

Relevant factor points will be added to the scores of those candidates who met or exceeded the recommended cut-off score of the written exam and assessment exercises. These candidates will be placed in an eligibility pool for certification and approval by the Human Resources Director and the Civil Service Board.

The Fire Chief has the authority to appoint any candidate in the eligibility pool. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience and disciplinary actions. The eligibility pool will remain in effect until June 30, 2001, or until all candidates are promoted, whichever comes first. To remain eligible, candidates must maintain at least a good performance level and not be subject to any disciplinary action.

All newly promoted Captains will serve a 1-year probationary period and be required to complete an approved Community Service project during this probationary period.

- X. Deputy Fire Chief Jim Burke is coordinating the promotional process. If you have questions, he can be reached at 336-8565.

PLEASE NOTE:

- *There is a cut-off score on the Assessment Exercise and the Written Exam.*
- *This process is evaluated annually and is subject to change.*

A hard copy of the promotional process with the attached Reading List have

been distributed in the station mailboxes. To obtain an individual copy of the Reading List, please contact Thomasina Martin @336-2051 or by E-mail. Please provide your Name, Station Location and the promotional process for which you are requesting the Reading List.



Charlotte Fire Department

Memorandum

To: Luther L. Fincher, Jr.
Fire Chief

From: Fred Rich & Jim Burke

Date: September 2

RE: 2001 Fire Captain & Battalion Chief Promotional Processes

cc: Deputy Chiefs

I have attached the Final 2001 Promotional Eligibility Pools for Fire Captains and Battalion Chiefs.

The Captain's process began on March 18th and 19th at the Charlotte Convention Center where 139 individuals took the written examination. Out of 139 candidates, 61 passed and 78 failed. The cut-off score (recommended by our test vendor McCann) for this year's process was 67. Sample copies of the correspondence sent to each candidate are attached.

The average test score of the 158 Fire Captain candidates was 63.2. This score is slightly worse than the average performance in 2000. It is also slightly lower than the nationwide norm for this examination which is 68.3. The current candidates' average scores on individual subtests were slightly lower than national norms for all of the subtests and were lower than 1999's candidates on three of the four subtests (subtests V-1, V-2, and V-3). Subtest areas are as follows:

FIRE CAPTAIN

- V-1: Knowledge of Fire Protection/Prevention Practices
- V-2: Fire Attack Related Technical Knowledge
- V-3: Extinguishment Related Technical Knowledge
- V-4: Supervisory and Managerial Knowledge
- V-5: Total Test Score

This year's Assessment Center was held at Southpark Suite Hotel from April 30th-May 4th. Outside assessors from Dallas Texas Fire Department, Miami-Dade Fire and Rescue, Salisbury Fire Department and Greensboro Fire Department participated in this

year's event. The internal assessors from Charlotte Fire Department were Battalion Chiefs Gary McCormick and Pete Key. 50 candidates participated in the assessment center. *(Please note, of the 61 who passed the written exam, 11 were scheduled to be promoted on June 13, 2001 and were therefore excused from the assessment center exercises.)* Per your recommendation there is not a cut-off score for the Assessment Center this year, therefore all 50 candidates will remain on the eligibility list.

The attached eligibility pool includes all scores from the written test, the assessment center and relevant factor points. The candidates were sent these scores and asked to verify their relevant factor scores. A copy of the letter that was sent to the candidates is attached.

The Battalion Chief's written exam took place on March 20th and 21st at the Charlotte Convention Center. There were 22 candidates present. The average for the Battalion Chief's exam was 70.4, which is above the national norm of 67.5. This year's average is also slightly higher than our candidates' average of 67.7 for 1999. The current group scored above the national norm in four of the five subtests (V-1, V-2, V-3 and V-5). McCann recommended a cut off score of 72. This produced a pool of 10 candidates to participate in the assessment center. Subtest areas are as follows:

BATTALION CHIEF

- V-1: Fire Attack Related Technical Knowledge
- V-2: Extinguishment Related Technical Knowledge
- V-3: Supervisory and Managerial Knowledge
- V-4: Administrative Knowledge
- V-5: Total Test Score

The Battalion Chief's Assessment Center was held May 15th – 16th at Southpark Suite Hotel. The components were oral interview (worth 40%), an operations exercise (50%), and a written exercise (10%). Outside assessors from High Point, NC, Arlington, TX, Greensboro, Miami-Dade County, FL and Raleigh, NC participated.

The writing exercise was administered on May 29th at the Training Academy computer lab. 9 of 10 eligible candidates participated in this exercise.

The overall scores were computed by adding the assessment center score, the written exam score, and relevant factor points. Per your recommendation, there is no cut-off score. All 9 candidates who completed the entire process are eligible for the promotional eligibility pool. A list of the 9 eligible candidates is attached along with a sample copy of the letter the candidates received.



Charlotte Fire Department

Memorandum

To: Luther L. Fincher, Jr.
Fire Chief

From: Jon Hannan

Date: September 2

RE: 2002 Fire Captain & Battalion Chief Promotional Processes

I have attached the Final 2002 Promotional Eligibility Pools for Fire Captain and Battalion Chief.

The Captain's process began on March 19th and 20th at Ovens Auditorium where 135 individuals took the written examination. Of the 135 candidates, 60 passed and 75 failed. The cut-off score (recommended by our test vendor McCann) for this year's process was 67.

The average test score of the Fire Captain candidates was 64.3. This score represents an approximate 1% improvement from scores in 2001. This year candidates scored at the nationwide norm on the Fire Protection/Prevention Practices subtest, and made improvements in the area of Fire Attack Related Technical Knowledge. The subtest scores for both Extinguishment Related Technical Knowledge and Supervisory and Managerial Related Knowledge are still slightly below the nationwide norms. The current candidates' average scores on individual subtests were slightly lower than national norms for all but one of the subtest areas, but were higher than 2001 candidates on two of the four subtests (subtests V-1, V-2, and V-3). Subtest areas are as follows:

FIRE CAPTAIN

- V-1: Knowledge of Fire Protection/Prevention Practices
- V-2: Fire Attack Related Technical Knowledge
- V-3: Extinguishment Related Technical Knowledge
- V-4: Supervisory and Managerial Knowledge
- V-5: Total Test Score

This year's Assessment Center was held May 6-10, at the Homewood Suites Hotel. Outside assessors from Houston Fire Department, Columbus Ohio Fire Department,

Salisbury Fire Department and New Orleans Fire Department participated in this year's event. The internal assessors from Charlotte Fire Department were Battalion Chiefs Sue Tarantino and Keith Rogers. Sixty candidates participated in the assessment center.

The Assessment Center consisted of an operations problem and oral board interview. Each portion was worth 25% of the candidate's overall score. The established cut-off score for each area of the Assessment Center was 25.5. This produced an eligibility list of 31 candidates. The attached eligibility pool includes scores from the written test, the assessment center and relevant factor points. The candidates were sent these scores and asked to verify their relevant factor scores.

The Battalion Chief's written exam was given on March 19th and 20th at Ovens Auditorium. There were 21 candidates present. The average for the Battalion Chief's exam was 65.1, which is below the nationwide norm of 66.1. This year's average is also significantly lower than last year's average of 70.4. The current group scored below the national norm in four of the five subtests (V-2, V-3, V-4 and V-5). McCann recommended a cut off score of 67. This produced a pool of 12 candidates to participate in the Assessment Center. Subtest areas are as follows:

BATTALION CHIEF

- V-1: Fire Attack Related Technical Knowledge
- V-2: Extinguishment Related Technical Knowledge
- V-3: Supervisory and Managerial Knowledge
- V-4: Administrative Knowledge
- V-5: Understanding and Interpreting Fire Service Related Text Material
- V-6: Total Test Score

The Battalion Chief's Assessment Center was held May 20th and 21st at the Homewood Suites Hotel. The total Assessment Center Score includes: oral interview score (20%), operations exercise score (20%), and a writing exercise score (20%). Outside assessors from Raleigh Fire Department, St. Paul Fire Department, Greensboro Fire Department, and High Point Fire Department participated. Deputy Chiefs Burke and Duffy served as internal assessors.

The writing exercise developed by Darany and Associates was administered on April 26th at the Training Academy computer lab. All 12 candidates participated in this exercise.

The overall scores were computed by adding the assessment center score, the written exam score, and relevant factor points. There was a cut-off for the eligibility pool this year. Five of the 12 candidates qualified for the Battalion Chief's Promotional Eligibility Pool. The list of eligible candidates is attached.



Charlotte Fire Department

Memorandum

To: Luther L. Fincher, Jr.
Fire Chief

From: Jon Hannan

Date: September 2

RE: 2003 Fire Captain & Battalion Chief Promotional Processes

I have attached the 2003 Promotional Eligibility Pools for Fire Captain and Battalion Chief.

The Captain's process began on March 25th and 26th at the Training Academy, where 53 individuals took the written examination. Of the 53 candidates, 40 passed and 13 failed. Four of the exam passers were already scheduled for promotion from last year's list. The cut-off score (recommended by our test vendor McCann) for this year's process was 68.

The average test score of the Fire Captain candidates was 70.8. This score represents a 6.5-point improvement from scores in 2002. It is also 2.4 points above the nationwide norm. This year candidates scored at or above the nationwide norm on all individual subtests. Subtest areas are as follows:

FIRE CAPTAIN

- V-1: Pre-fire Planning, Prevention, and Protection Practices
- V-2: Size-up and Command Practices
- V-3: Fireground/Emergency Scene Practices – All Companies
- V-4: Fireground/Emergency Scene Practices – Engine Companies
- V-5: Supervisory and Managerial Practices
- V-6: Total Test Score

This year's Assessment Center was held May 5-9 at the Academy. Outside assessors from Nashville, Columbus, Salisbury, and Winston-Salem Fire Departments participated in this year's event. The internal assessors were Battalion Chiefs Sue Tarantino and Willie Summers. Thirty-six candidates participated in the assessment center.

The Assessment Center consisted of an operations problem and an oral board interview. Each portion was worth 25% of the candidate's overall score. The established cut-off score for each area of the Assessment Center was 12.5. This produced an eligibility list of 24 candidates. The attached eligibility pool includes scores from the written test, the assessment center and relevant factor points. The candidates were sent these scores and asked to verify their relevant factor points.

The Battalion Chief's written exam was also given on March 25th and 26th at the Academy. There were 25 candidates present. The average score for the Battalion Chief's exam was 65.3, which is equivalent to last year's average. Average scores on the individual subtests bracket the nationwide norms. McCann noted that overall, candidates had the most difficulty with the Administrative Practices subtest. McCann recommended a cut off score of 66. This produced a pool of 12 candidates to participate in the Assessment Center. Subtest areas are as follows:

BATTALION CHIEF

- V-1: Size-up and Command Practices
- V-2: Fireground/Emergency Scene Practices – All Companies
- V-3: Fireground/Emergency Scene Practices – Engine Companies
- V-4: Supervisory and Managerial Practices
- V-5: Administrative Practices
- V-6: Understanding and Interpreting Fire-Related Table and Text Materials
- V-7: Total Test Score

The Battalion Chief's Assessment Center was held May 19th and 20th at the Academy. The total Assessment Center Score includes: oral interview score (20%), operations exercise score (20%), and a writing exercise score (20%). Outside assessors from Raleigh, Minneapolis, Jackson, and High Point Fire Departments participated. Deputy Chiefs Jim Burke and David Duffy served as internal assessors.

The writing exercise developed by Darany and Associates was administered on May 21st at the Training Academy computer lab. All 12 candidates participated in this exercise. Eleven met the cut-off score of 60 recommended by Darany. Two had scores of 100.

The overall scores were computed by combining the assessment center score and the written exam score. The list of eight eligible candidates is attached.

From: Beam, Jennifer C.
Sent: Friday, March 22, 2002 1:19 PM
To: Fincher, Luther
Cc: Hardison, Austin; McElhane, Melinda
Subject: Promotional Testing
Chief,

There were 139 applicants for Captain. Of these, 135 took the exam. Mark Rice was called up for military duty. Three others were no-shows: Coulson, Brunson, and McNair (I have informed their respective Deputies).

There were 22 applicants for Battalion Chief. Butch Williams, decided to withdraw before the exam.

Adela Castellino has sent the exams to McCann and will forward the scores to us within two weeks.

Please let me know if you need additional information.

Jennifer



Charlotte Fire Department

MEMORANDUM

Date: January 6, 2003

To: All Personnel

From: Luther L. Fincher, Jr.
Fire Chief

Timothy D. Mayes
Human Resources Director

Subject: **Promotional Process for Fire Captain**

I. Notice of Competitive Process

Applications will be accepted from February 10 - 21, 2003 for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

Candidates must meet the following requirements as of Friday, February 21, 2003, to be eligible to compete in the promotional process for the rank of Fire Captain:

1. Five years service in the Fire Department as of February 21, 2003.
2. Currently serving as either a Firefighter II or Firefighter Engineer.
3. Served as a Firefighter II at least one year as of February 21, 2003.
4. Completed OCS I by February 21, 2003.
5. Received at least a good rating on the last two regular performance appraisals. Any Firefighter II or Engineer who has been on performance probation within the last two years (February 21, 2001 - February 21, 2003) will not be eligible to compete.
6. Received at least a good rating on the last PFQ.
7. Possess a minimum of an Associate's (two year) Degree in Fire Science or any B.S./B.A. (four year) Degree

III. Method of Application

Eligible candidates wishing to compete for promotion to the position of Fire Captain must submit a completed promotional application to Fire Administration, 228 East Ninth Street. Applications are available in Fire Administration or on the K:drive in the 2003 Promotional Process folder. Applications will be accepted beginning Monday, February 10, 2003, at 8:00 AM through Friday, February 21, 2003 at 5:00 PM.

Please circle the appropriate process and the date you intend to take the written test on the top of your application.

A copy of your valid driver's license and a copy of your college transcripts indicating completion of degree requirements must be attached to your application or it will not be considered.

IV. Process Components

- A. Written Test
- B. Assessment Center Exercises
 - 1. Operations Management Exercise
 - 2. Oral Board

V. Written Examination

The Written Examination will be conducted on Tuesday, March 25 and Wednesday, March 26, 2003 at the Training Academy, rooms 2121 and 2107. Candidates must arrive in Class B uniform by 9:00 a.m. to take the test.

Three and one-half (3 ½) hours will be allotted to complete the examination, which will consist of multiple-choice questions. Examinations are administered under the supervision of City Human Resources. Charlotte Fire Department personnel do not have access to the test prior to the examination date. Candidates' identities will be concealed during scoring by the test vendor. All candidates will be informed by mail of their test scores and whether their scores met or exceeded the recommended cut-off score.

The reading list for this test is attached. After each candidate completes the exam, he/she will be given the opportunity to submit any test items for review. The department and the test vendor will review these items for accuracy and relevance.

VI. Assessment Exercises

All candidates meeting or exceeding the recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center will consist of two components:

- 1) Operations Management Exercise
- 2) Oral Board

Each section of the assessment center will have a recommended cut-off score. All candidates will be informed by mail of their assessment scores and whether their scores meet or exceed the recommended cut-off. Individual assessors, one internal and two external, will evaluate each assessment exercise.

The Assessment Center is scheduled for the week of May 5 - 9, 2003 at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Examination and Assessment Center Values

The Written Test and the Assessment Exercise will be weighed equally.

VIII. Value of Relevant Factors

The following Relevant Factor points will be added after the assessment center:

- Seniority: One half (½) point for each full year of service (maximum of 5 points).
- Fire Engineer: Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of February 21, 2003.
- Performance: One (1) point for a 'good' rating and two (2) points for an 'exceeds' rating for the last two rating periods (Maximum of 4 points). *(No points are awarded for a 'good' or above rating that brings a candidate off of performance probation.)*
- Education:
2 points BS/BA degree Fire Science

IX. Promotional Decisions

Relevant factor points will be added to the scores of those candidates who meet or exceed the recommended cut-off score of the written exam and assessment exercises. These candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors. The Fire Captain's Promotional Eligibility Pool will remain in effect until June 30, 2004, or until the pool is exhausted, whichever comes first.

All newly promoted Captains will serve a one-year probationary period, during which they will be required to complete an approved community service project. To remain

eligible, candidates must maintain at least a good performance level rating and not be subject to any major disciplinary action.

X. General Information

Deputy Chief Jon Hannan will oversee the administration of all promotional processes. If you have questions regarding this process or this announcement, contact Austin Hardison in Fire Administration at 704-336-3772.

PLEASE NOTE:

- *There will be a cut-off score on the Written Exam and the Assessment Exercises.*
- *This process is evaluated annually and is subject to change*

This announcement, the attached reading list and the promotional application can be found on the Fire Shared Drive at K:\2003 Promotional Process Information.

**Reading List for the Rank of Fire Captain
Charlotte Fire Department**

All books listed were in print and available from the publishers as of November 2002, unless otherwise noted. Publishers' addresses are given at the end of the list of books. The ISBN number is located next to the title in parentheses. Many books on the list may also be purchased from Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

- A. IFSTA Training Manuals (Oklahoma Manuals) - published by Fire Protection Publications, Oklahoma State University.
1. Essentials of Firefighting (0-87939-149-9)
4th edition, 1998, 716 pages.
 2. Forcible Entry (0-87939-069-7)
7th edition, 1987, 270 pages.
 3. Fire Service Ground Ladder Practices (0-87939-125-1)
9th edition, 1995, 203 pages.
 4. Fire Ventilation Practices (0-87939-109-X)
7th edition, 1994, 188 pages.
 5. Fire Service Rescue Practices (0-87939-129-4)
6th edition, 1996, 360 pages.
 6. Fire Inspection and Code Enforcement (0-87939-150-2)
6th edition, 1998, 466 pages.
 7. Fire Department Company Officer (0-87939-161-8)
3rd edition, 1999, 326 pages.
 8. Pumping Apparatus Driver/Operator Handbook (0-87939-166-9)
1st edition, 1999, 471 pages.
 9. Fire Service Loss Control (0-87939-164-2)
1st edition, 1999, 117 pages.
- B. Other Technical Manuals
1. Firefighting Principles and Practices (0-87814-020-1)
Clark, William E., 2nd edition, 1991, Fire Engineering, PennWell Books, 473 pages.
 2. Fire Officer's Handbook of Tactics (0-912212-72-1)
Norman, John, 2nd edition, 1998, Fire Engineering, PennWell Books, 451 pages.
 3. Structural Firefighting (0-87765-444-1)
Klaene, Bernard J. "Ben" and Sanders, Russell E., 1st edition, 2000, NFPA, 427 pages.

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Supervisory Practices (0-87326-074-0)
3rd edition, 1995, ICMA, 232 pages.

PUBLISHERS' ADDRESSES

Edcon Press (www.edconpress.com)

31 West 8th Street, P.O. Box 457, Bayonne, New Jersey 07002

In New Jersey - (201) 858-0648

Out of State - (800) 253-3266 (Phone order with credit card)

Fire Engineering, PennWell Books (www.pennwell-store.com)

P.O. Box 21288, Tulsa, Oklahoma 74121

(800) 752-9764 FAX - (918) 831-9555

International City Management Association (www.bookstore.icma.org)

777 N. Capitol, N.E., Suite 500, Washington, DC 20005

(800) 745-8780

International Fire Service Training Association (IFSTA) (www.ifsta.org)

Fire Protection Publications, Oklahoma State University

930 N. Willis, Stillwater, Oklahoma 74078-8045

(800) 654-4055 FAX - (405) 744-8204

National Fire Protection Association (NFPA) (www.nfpacatalog.org)

11 Tracy Drive, Avon, Massachusetts 02322-9908

(800) 344-3555 FAX - (800) 593-NFPA



CHARLOTTE FIRE DEPARTMENT
228 EAST 9TH STREET CHARLOTTE NC 28202

OFFICE OF THE FIRE CHIEF

To: All Uniform Members

From: Jon B. Hannan, Fire Chief

Timothy D. Mayes, Human Resources Director

Date: January 28, 2009

Subject: Promotional Process for Fire Captain

I. Notice of Competitive Process

Applications will be accepted from **February 16th-February 27th, 2009** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

In order to compete in the promotional process, candidates must meet the promotional requirements, as defined by Charlotte Fire Department General Order 206.01. Candidates must satisfy all the requirements by **Monday, March 16, 2009.**

Captain:

1. Completion of 5 years service in the Department, with at least 1 year as a Firefighter II;
2. Valid driver's license and acceptable driving record;
3. Received at least an ACHIEVED rating on all performance appraisals during the last two years preceding the eligibility date;
4. Completion of the ICS 300
5. Completion of OCS I;
6. A minimum of an Associate's (two-year) degree in a Fire Science related field. OR any Bachelor's (four-year) degree, from an institution accredited by the proper accrediting agency;

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning February 16th, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The deadline for submitting an application is **February 27th, 2009 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your Fire Department email address. A complete list of registered applicants will be posted on the CFD Intranet site, *Applications* ► *HR applications* ► *Applicants*
- No late applications will be accepted.

Please note:

In addition to the on-line application, at any time during the process, you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

- A. Written Test
- B. Assessment Center
 - 1. Operations Exercise
 - 2. Oral Exercise
- C. Relevant Factor Points

V. Written Examination

- A. **Date, Location and Time:**
 - 1. **Tuesday, March 17, 2009 and Wednesday, March 18, 2009**
 - 2. Fire Training Academy, Rooms 2104/2107
 - 3. Candidates must arrive in Class B uniform by **9:00 a.m.** to take the test.

B. Content and Time Allotment

Three and one-half (3 ½) hours will be allotted to complete the introduction, instructions and the written examination, which will consist of Technical Job Knowledge multiple-choice questions.

C. Orientation Manual

An Orientation Manual is available on [cfdnet](#) in the Promotional Process Information Folder. This link is located on the top right side of the page.

Candidates may review their Orientation Manuals for examples of the types of questions that will appear on the test. Examinations are administered in conjunction with City Human Resources. No Charlotte Fire Department personnel have access to the final test prior to the examination date.

D. Scoring

Candidate's identities will be concealed during scoring by the test vendor. Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by email of their test scores and whether those scores meet or exceed the recommended cut-off score.

E. Candidate Test Item Challenges

Upon completion of the exam, each candidate will have the opportunity to submit any test items for review. The department and the test vendor will review these items for accuracy and relevance. The Department and the test vendor will provide a disposition of all challenges relevant to every candidate.

VI. Recommendation for Promotion

A Recommendation for Promotion Form will be required for all candidates who pass the written exam. This form will be sent to the candidate's immediate supervisor for completion. If a candidate has recently transferred, the previous supervisor may be contacted.

VII. Description of Assessment Exercises

All candidates who meet or exceed the recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will receive information on several incident scenes. They will be required to explain to the panel of three assessors (two external and one internal) how they will address each emergency and mitigate the risk factors.

B. Oral Exercise

Candidates will be given a set amount of time to prepare for several scenarios regarding departmental philosophy and the interpretation of its policies and standard operating procedures. A panel of three assessors (two external and one internal) will evaluate the candidates' presentations.

Each section of the assessment center will have a recommended cut-off score. All candidates will be informed by email of their assessment scores and whether or not their scores meet or exceed the recommended cut-off.

The Assessment Center is scheduled for the week of **May 11-15, 2009** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VIII. Promotional Process Scoring Information

- A. Written Test-----50%
- B. Assessment Center-----50% (total)
 - 1. Operations Exercise 25%
 - 2. Oral Exercise 25%

C. **Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores:**

- Seniority:

One half (1/2) point for each full year of service (maximum of 5 points).

- Fire Engineer:

Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of March 16, 2009.

- Performance:

One-half (.5) point for PRD rating "exceeded performance."

One (1) point for PRD rating "exceptional performance."

Points are awarded for the last two rating periods (Maximum of 2 points).

No points are awarded for an 'achieved' or above rating that brings a candidate off of performance probation.

- Education:

2 points are awarded for a BS/BA degree in a Fire Science related discipline.

IX. Promotional Decisions

Relevant factor points will be added to the scores of those candidates who meet or exceed the recommended cut-off score of the written exam and assessment exercises. These candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2009-2010 Fire Captain's Promotional Eligibility Pool will remain in effect from July 1, 2009 through June 30, 2010, or until the pool is exhausted, whichever comes first.

All newly promoted Captains must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an

achieved performance rating and not be subject to any major disciplinary action.

General Information

Deputy Chief Rich Granger will oversee the administration of all promotional processes. If you have questions regarding this process or this announcement, contact Austin Hardison, Administrative Services Director, in Fire Administration at 704-336-3772.

PLEASE NOTE:

- *There will be a cut-off score on each section of this process. Candidates who successfully pass all sections will be placed in the promotional eligibility pool.*
- *This process is evaluated annually and is subject to change.*



CHARLOTTE FIRE DEPARTMENT
228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: Richard O. Granger Jr. 
Deputy Chief

Date: January 4, 2012

Subject: Promotional Process Announcement for Battalion Chief

I. Notice of Competitive Process

Applications will be accepted from **January 9, 2012- January 20, 2012** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Battalion Chief.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined in Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Wednesday, February 1, 2012.**

Battalion Chief:

1. Completion of 4 years service with the Department as a Captain;
2. Completion of OCSI and OCSII;
3. Completion of ICS 300 and 400;
4. Minimum of a B.S./B.A. (four-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
5. Valid driver's license and acceptable driving record;
6. Received at least an ACHIEVED rating on all performance appraisals during the last two years preceding the eligibility date;
7. No "Performance Probation" during the last two years;
8. Members promoted to the rank of Battalion Chief shall complete a community service project, approved by the Deputy Chief, within one year of promotion

*****Effective January 1, 2014, completion of the Chief Officer Development course will be required*****

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 9, 2012**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 9, 2012 at 8:00 a.m.** and will close on **January 20, 2012 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- No late applications will be accepted.

Please note:

At any time during the process, you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Written Test**
- B. **Recommendation for Promotion Form**
- C. **Assessment Center**
 - 1. Operations Exercise
 - 2. Oral Exercise
 - 3. Writing Exercise
- D. **Relevant Factor Points**-added to overall total score
- E. **Deputy Panel Interview**

V. Written Examination

A. Date, Location and Time:

- **Tuesday, February 7, 2012 and Wednesday, February 8, 2012**
- Training Academy
- Candidates must arrive in Class B uniform by **9:00 a.m.** to take the test.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.
- Candidates will sign in and out of the room if they leave for any reason prior to the conclusion of the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The Department and the test vendor will review these items for accuracy and relevance. The Department and the test vendor will provide a disposition of all relevant challenges to every candidate.

VI. Recommendation for Promotion

A Recommendation for Promotion form will be required for all candidates who pass the written exam. This form will be sent to the candidate's immediate supervisor for completion. If a candidate has recently transferred, the previous supervisor may be contacted.

VII. Description of Assessment Exercises

All candidates who meet or exceed the vendor recommended cut-off score on the written test and submit the required Recommendation for Promotion form will be invited to participate in an assessment center. The assessment center consists of three components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of three external assessors with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of written instructions and a set period of time for preparation. Candidates will then present to a panel of three external assessors. An internal facilitator will also be present.

C. Writing Exercise

Candidates will be asked to prepare an After Action Report based on the Operations exercise. The response will be graded on content (50%), and grammar and composition (50%).

Each section of the assessment exercises will have a cut-off score. All candidates must meet or exceed the cut-off score on all sections in order to move forward to the Deputy Panel Interview. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **May 14-18, 2012** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VIII. Deputy Panel Interview

All candidates who pass the three assessment center exercises will be invited to a panel interview with the four Deputy Fire Chiefs. The interview will be a structured discussion in which candidates will respond to several questions/scenarios regarding departmental philosophy, policy, and standard operating procedures. The Deputy Chiefs will consider the candidates' responses to the interview questions, along with their productivity, interpersonal skills, tenure, time in rank, performance record, contributions to the department, and any other relevant factors when submitting their recommendations to the Chief.

IX. Promotional Process Scoring Information

The scoring for the promotional process will be assessed as follows:

- A. **Written Test** **40%**
- B. **Assessment Center** **60%**
 - 1. **Operations Incident** 20%
 - 2. **Oral Exercise** 20%
 - 3. **Writing Exercise** 20%
- C. **Relevant Factor Points**, as defined below, are added to the combined total of the assessment center and written exam scores.

Performance: One-half (.5) point for PRD rating "exceeded performance" or one (1) point for PRD rating "exceptional performance" are awarded for the last two rating periods (Maximum of 2 points).

Education: 2 points are awarded for a BS/BA degree in a Fire Science related discipline.

X. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off score for each section (written exam and assessment exercises). Following the Deputy Chief interview, successful candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider the Deputy Chiefs' recommendations, as well as a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions, and any other relevant factors.

The 2012-2013 Battalion Chief's Promotional Eligibility Pool will remain in effect from July 1, 2012 through June 30, 2013, or until the pool is exhausted, whichever comes first.

All newly promoted Battalion Chiefs must complete a drug screen and background check and will serve a one-year probationary period, during

which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

XI. General Information

If you have questions regarding this process or this announcement, contact Allison Dillard, Fire Human Resources, in Fire Administration at 704-336-2810.

PLEASE NOTE:

- *There will be a cut-off score on **each** section of this process. Candidates who successfully pass each section will be placed in the promotional eligibility pool.*
- *This process is evaluated annually and is subject to change.*

**2012 Reference List
for the Rank of Battalion Chief
Charlotte Fire Department**

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. IFSTA Training Manuals (Oklahoma Manuals) - published by Fire Protection Publications, Oklahoma State University.

1. Essentials of Firefighting and Fire Department Operations (0-13-515111-2)
5th edition, 2008
2. Fire and Emergency Services Company Officer (0-87939-281-9)
4th edition, 2007, 908 pages
3. Building Construction Related to the Fire Service (978-087939371-7)
3rd edition, 2010, 439 pages
4. Fire Investigator (978-087939383-0)
2nd edition, 2010, 497 pages

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-061-4)
Norman, John, 3rd edition, 2006, Fire Engineering, PennWell Books, 464 pages
2. Structural Firefighting (0-7637-5168-5)
Klaene, Bernard J. "Ben" & Sanders, Russell E., 2nd edition, 2008, NFPA, 379 pages
3. Charlotte Fire Department Operations Manual, 2010 Edition with 2011 Inserts
4. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Management in the Fire Service (0-7637-5169-3)
Carter, Harry R. and Rausch, Erwin, 4th edition, 2008, NFPA, 332 pages, (MFS-98)
2. Effective Supervisory Practices (0-87326-176-3)
4th edition, 2005, ICMA, 232 pages

PUBLISHERS' ADDRESSES

Edcon Press (*www.edconpress.com*)

7 Walnut Street, Cranford, New Jersey 07016

(908) 272-7765

Fire Engineering, PennWell Books (*www.pennwell.com*)

1421 South Sheridan Road, Tulsa, Oklahoma 74112

(800) 752-9764 FAX - (918) 831-9555

International City Management Association (*www.bookstore.icma.org*)

777 N. Capitol, N.E., Suite 500, Washington, DC 20002

(800) 745-8780

International Fire Service Training Association (IFSTA) (*www.ifsta.org*)

Fire Protection Publications, Oklahoma State University

930 N. Willis, Stillwater, Oklahoma 74078-8045

(800) 654-4055 FAX - (405) 744-8204

National Fire Protection Association (NFPA) (*www.nfpa.org*)

1 Batterymarch Park, Quincy, MA 02169-7471

(800) 344-3555 or (617) 770-0700 FAX - (800) 593-NFPA



CHARLOTTE FIRE DEPARTMENT

228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: Richard O. Granger Jr. 
Deputy Chief

Date: January 19, 2012

Subject: Promotional Process Announcement for Fire Captain

I. Notice of Competitive Process

Applications will be accepted from **January 23, 2012 - February 3, 2012** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

In order to compete in the promotional process, candidates must meet the promotional requirements, as defined by Charlotte Fire Department General Order 206.01. Candidates must satisfy all the requirements by **Wednesday, February 1, 2012.**

Captain:

1. Completion of 5 years service in the Department;
2. At least 1 year as a Firefighter II;
3. Completion of OCS I;
4. Completion of ICS 300;
5. A minimum of an Associate's (two-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
6. A Valid driver's license and acceptable driving record;
7. Received at least an "ACHIEVED" rating on all Performance Appraisals (PA) during the last two years preceding the eligibility date;
8. No "Performance Probation" during the last **two years**;
9. Members promoted to the rank of Fire Captain shall

complete a community service project, approved by their Battalion Chief, within one year of promotion.

*****Effective January 1, 2014, completion of the Company Officer Development course will be required.*****

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 23, 2012**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 23, 2012 at 8:00 a.m.** and will close on **February 3, 2012 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- No late applications will be accepted.

Please note:

At any time during the process you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Written Examination**
- B. **Recommendation for Promotion Form**
- C. **Assessment Center**
 - 1. Operations Exercise
 - 2. Oral Exercise
- D. **Relevant Factor Points**-added to overall total score

V. Written Examination**A. Date, Location and Time:**

- **Tuesday, February 21, 2012 and Wednesday, February 22, 2012**
- Training Academy
- Candidates must arrive in Class B uniform by **9:00 a.m.** to take the test.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.
- Candidates will sign in and out of the room if they leave for any reason prior to the conclusion of the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice

exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The Department and the test vendor will review these items for accuracy and relevance. The Department and the test vendor will provide a disposition of all challenges relevant to every candidate.

VI. Recommendation for Promotion

A Recommendation for Promotion form will be required for all candidates who pass the written exam. This form will be sent to the candidate's immediate supervisor for completion. If a candidate has recently transferred, the previous supervisor may be contacted.

VII. Description of Assessment Exercises

All candidates who meet or exceed the vendor recommended cut-off score on the written test and submit the required Recommendation for Promotion form will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of two external assessors and one internal assessor with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of written instructions and a set period of time for preparation. Candidates will then present to a panel of two external assessors and one internal assessor with an internal facilitator.

Each section of the assessment exercises will have a cut-off score. All candidates must meet or exceed the cut-off score on all sections in order to move forward in the Promotional Process. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **May 21-25, 2012** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VIII. Promotional Process Scoring Information

A. Written Test-----50%

B. Assessment Center-----50% (total)

1. Operations Exercise 25%

2. Oral Exercise 25%

C. Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores:

Performance: One-half (.5) point for PRD rating "exceeded performance" or one (1) point for PRD rating "exceptional performance" are awarded for the last two rating periods (Maximum of 2 points).

- Education:** 2 points are awarded for a BS/BA degree in a Fire Science related discipline.
- Seniority:** One half (½) point for each full year of service (maximum of 5 points).
- Fire Engineer:** Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of February 1, 2012.

IX. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off score for each section (written exam and assessment exercises). Successful candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2012-2013 Fire Captain's Promotional Eligibility Pool will remain in effect from July 1, 2012 through June 30, 2013, or until the pool is exhausted, whichever comes first.

All newly promoted Captains must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

IX. General Information

If you have questions regarding this process or this announcement, contact Allison Dillard, Fire Human Resources, in Fire Administration at 704-336-2810.

PLEASE NOTE:

- There will be a cut-off score on **each** section of this process.

Candidates who successfully pass all sections will be placed in the promotional eligibility pool.

- *This process is evaluated annually and is subject to change.*

**2012 Reference List
for the Rank of Fire Captain
Charlotte Fire Department**

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2. Fire and Emergency Services Company Officer (0-87939-281-9)
4th edition, 2007, 908 pages
3. Building Construction Related to the Fire Service (978-087939371-7)
3rd edition, 2010, 439 pages
4. Fire Investigator (978-087939383-0)
2nd edition, 2010, 497 pages
5. Fire Service Search and Rescue (0-87939-255-X)
7th edition, 2005, 454 pages
6. Pumping Apparatus Driver/Operator Handbook (0-87939-278-9)
2nd edition, 2006, 604 pages

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-061-4)
Norman, John, 3rd edition, 2006, Fire Engineering, PennWell Books, 464 pages
2. Structural Firefighting (0-7637-5168-5)
Klaene, Bernard J. "Ben" & Sanders, Russell E., 2nd edition, 2008, NFPA, 379 pages
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Fire Protection Publications, Oklahoma State University
930 N. Willis, Stillwater, Oklahoma 74078-8045
(800) 654-4055 FAX - (405) 744-8204



CHARLOTTE FIRE DEPARTMENT

228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: 
Richard O. Granger Jr.
Deputy Chief

Date: ~~December 21, 2012~~ For 2013

Subject: Promotional Process Announcement for Battalion Chief

I. Notice of Competitive Process

Applications will be accepted from **January 7, 2013- January 18, 2013** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Battalion Chief.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined in Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Friday, February 1, 2013.**

Battalion Chief:

1. Completion of 4 years service with the Department as a Captain;
2. Completion of OCSI and OCSII;
3. Completion of ICS 300 and 400;
4. Minimum of a B.S./B.A. (four-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
5. Valid driver's license and acceptable driving record;
6. Received at least an ACHIEVED rating on all performance appraisals during the last two years preceding the eligibility date;
7. No "Performance Probation" during the last two years;
8. Members promoted to the rank of Battalion Chief shall complete a community service project, approved by the Deputy Chief, within one year of promotion

*****Effective January 1, 2014, completion of the Chief Officer Development course will be required*****

V. Written Examination

A. Date, Location and Time:

- **Tuesday, February 5, 2013 and Wednesday, February 6, 2013**
- Training Academy
- Candidates must arrive in Class B uniform by **9:00 a.m.** to take the test.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.
- Candidates will sign in and out of the room if they leave for any reason prior to the conclusion of the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The Department and the test vendor will review these items for accuracy and relevance. The Department and the test vendor will provide a disposition of all relevant challenges to every candidate.

VI. Recommendation for Promotion

A Recommendation for Promotion form will be required for all candidates who pass the written exam. This form will be sent to the candidate's immediate supervisor for completion. If a candidate has recently transferred, the previous supervisor may be contacted.

VII. Description of Assessment Exercises

All candidates who meet or exceed the vendor recommended cut-off score on the written test and submit the required Recommendation for Promotion form will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of three external assessors with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of written instructions and a set period of time for preparation. Candidates will then present to a panel of three external assessors. An internal facilitator will also be present.

The Operations Management and Oral sections will have cut-off scores. All candidates must meet or exceed the cut-off score on these sections in order to move forward to the Deputy Chiefs Panel Interview. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 29 – May 3, 2013** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VIII. Deputy Panel Interview

All candidates who pass the assessment center exercises will be invited to a panel interview with the Deputy Chiefs. The interview will be a structured discussion in which candidates will respond to several questions/scenarios regarding departmental philosophy, policy, and standard operating procedures. The Deputy Chiefs will consider the candidates' responses to the interview questions, along with their productivity, interpersonal skills, tenure, time in rank, performance record, contributions to the department, and any other relevant factors.

IX. Promotional Process Scoring Information

The scoring for the promotional process will be assessed as follows:

A. Written Test	30%
B. Assessment Center	60%
1. Operations Incident	30%
2. Oral Exercise	30%
C. Deputy Fire Chiefs' Interview	10%

X. Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores.

Performance: One-half (.5) point for PRD rating "exceeded performance" or one (1) point for PRD rating "exceptional performance" are awarded for the last two rating periods (Maximum of 2 points).

Education: 2 points are awarded for a BS/BA degree in a Fire Science related discipline.

XI. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off scores for the written test, the operations incident, and the oral exercise. A passing score is required for each of these assessment pieces. Following the Deputy Chief interview, candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider the Deputy Chiefs' recommendations, as well as a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions, and any other relevant factors.

The 2013-2014 Battalion Chief's Promotional Eligibility Pool will remain in effect from July 1, 2013 through June 30, 2014, or until the pool is exhausted, whichever comes first.

All newly promoted Battalion Chiefs must complete a drug screen and background check and will serve a one-year probationary period, during

which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

XII. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *There will be a cut-off score on the Written Exam, Operations Incident and Oral Exercise sections of this process. Candidates who successfully pass each section will be placed in the promotional eligibility pool.*
- *This process is evaluated annually and is subject to change.*

2013 Reference List
for the Rank of Battalion Chief
Charlotte Fire Department

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

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4. Fire Investigator (978-087939383-0)
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1. Fire Officer's Handbook of Tactics (978-1-59370-061-4)
Norman, John, 3rd edition, 2006, Fire Engineering, PennWell Books, 464 pages
2. Structural Firefighting (0-7637-5168-5)
Klaene, Bernard J. "Ben" & Sanders, Russell E., 2nd edition, 2008, NFPA, 379 pages
3. Charlotte Fire Department Operations Manual, 2012 Edition with 2012 Inserts
4. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Management in the Fire Service (0-7637-5169-3)
Carter, Harry R. and Rausch, Erwin, 4th edition, 2008, NFPA, 332 pages, (MFS-98)
2. Effective Supervisory Practices (0-87326-176-3)
4th edition, 2005, ICMA, 232 pages

PUBLISHERS' ADDRESSES

Edcon Press (*www.edconpress.com*)

7 Walnut Street, Cranford, New Jersey 07016
(908) 272-7765

Fire Engineering, PennWell Books (*www.pennwell.com*)

1421 South Sheridan Road, Tulsa, Oklahoma 74112
(800) 752-9764 FAX - (918) 831-9555

International City Management Association (*www.bookstore.icma.org*)

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Fire Protection Publications, Oklahoma State University
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(800) 654-4055 FAX - (405) 744-8204

National Fire Protection Association (NFPA) (*www.nfpa.org*)

1 Batterymarch Park, Quincy, MA 02169-7471
(800) 344-3555 or (617) 770-0700 FAX - (800) 593-NFPA



CHARLOTTE FIRE DEPARTMENT

228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: 
Richard O. Granger Jr.
Deputy Chief

Date: December 20, 2013

Subject: **Promotional Process Announcement for Battalion Chief**

I. Notice of Competitive Process

Applications will be accepted from **January 6, 2014- January 17, 2014** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Battalion Chief.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined in Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, February 1, 2014.**

Battalion Chief:

1. Completion of 4 years service with the Department as a Captain;
2. Completion of OCSI and OCSII;
3. Completion of ICS 300 and 400;
4. Completion of the Chief Officer Development course;
5. Minimum of a B.S./B.A. (four-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
6. Valid driver's license and acceptable driving record;
7. Received at least an ACHIEVED rating on all performance appraisals during the last two years preceding the eligibility date;
8. No "Performance Probation" during the last two years;
9. Members promoted to the rank of Battalion Chief shall complete a community service project, approved by the Deputy Chief, within one year of promotion

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 6, 2014**, candidates may access the application online at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 6, 2014 at 8:00 a.m.** and will close on **January 17, 2014 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process, you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- Recommendation for Promotion Form-** This Form must be completed and submitted to HR. Those with a "recommended for promotion" status will be eligible to sit for the Written Test.
- Written Test**
- Assessment Center –** Operations Management Exercise
- Relevant Factor Points-**added to overall total score
- Deputy Chiefs Panel Interview**

V. Recommendation for Promotion

A Recommendation for Promotion form will be required for all candidates who wish to take the written test. This form will be available on CFDnet and must be completed by the candidate's immediate supervisor. If a candidate has recently transferred, the previous supervisor may complete the form. The Recommendation for Promotion form must be submitted to HR electronically (cfdhr@charlottenc.gov) by **Friday, January 17, 2014**.

VI. Written Examination

A. Date, Location and Time:

- **Monday, February 3, 2014 and Tuesday, February 4, 2014**
- Training Academy
- Candidates must arrive in Class B uniform by **9:00 a.m.** to take the test.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte

Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The Department and the test vendor will review these items for accuracy and relevance. The Department and the test vendor will provide a disposition of all relevant challenges to every candidate.

VII. Description of Assessment Exercises

All candidates who submit the required Recommendation for Promotion form and are recommended for promotion, and meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of an operations management exercise:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of three external assessors with an internal facilitator.

The Operations Management Exercise will have a cut-off score. All candidates must meet or exceed the cut-off score in order to move forward to the Deputy Chiefs Panel Interview. All candidates will be informed via Fire Department email of their assessment score and whether their score met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 21 – April 25, 2014** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VIII. Deputy Panel Interview

All candidates who pass the assessment center exercise will be invited to a panel interview with the Deputy Chiefs. The interview will be a structured discussion in which candidates will respond to several questions/scenarios regarding departmental philosophy, policy, and standard operating procedures. The Deputy Chiefs will consider the candidates' responses to the interview questions, along with their productivity, interpersonal skills, tenure, time in rank, performance record, contributions to the department, and any other relevant factors.

IX. Promotional Process Scoring Information

The scoring for the promotional process will be assessed as follows:

A. Written Test	45%
B. Assessment Center	45%
C. Deputy Fire Chiefs' Interview	10%

X. Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores.

Education: Two (2) points are awarded for a BS/BA degree in a Fire Science related discipline.

XI. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off scores for the written test and the operations exercise. Following the Deputy Chief interview, candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider the Deputy Chiefs' recommendations, as well as a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions, and any other relevant factors.

The 2014-2015 Battalion Chief's Promotional Eligibility Pool will remain in effect from July 1, 2014 through June 30, 2015, or until the pool is exhausted, whichever comes first.

All newly promoted Battalion Chiefs must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

XII. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *This process is evaluated annually and is subject to change.*

2014 Reference List
for the Rank of Battalion Chief
Charlotte Fire Department

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. NFPA Training Manuals

1. Fundamentals of Fire Fighter Skills (978-1-28405-965-6)
3rd edition, 1188 pages © 2014 (\$109.95)
2. Chief Officer: Principles and Practice (978-0-76377-929-0)
308 pages © 2012 (\$93.95)
3. Fire Investigator: Principles and Practice to NFPA 921 and 1033 (978-0-76375-851-6)
3rd edition, 450 pages © 2012 (\$103.95)

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-279-3)
Norman, John, 4th edition, 2012, Fire Engineering, PennWell Books, 654 pages
2. Charlotte Fire Department Operations Manual, 2013 Edition (located on CFDnet)
3. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Supervisory Practices (978-0-87326-774-8)
5th edition, 2013, ICMA, 336 pages

PUBLISHERS' ADDRESSES**Edcon Press** (www.edconpress.com)

7 Walnut Street, Cranford, New Jersey 07016
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National Fire Protection Association (NFPA) (www.nfpa.org)

1 Batterymarch Park, Quincy, MA 02169-7471
(800) 344-3555 or (617) 770-0700 FAX - (800) 593-NFPA



CHARLOTTE FIRE DEPARTMENT

228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: 
Richard O. Granger Jr.
Deputy Chief

Date: January 3, 2014

Subject: **Promotional Process Announcement for Fire Captain**

I. Notice of Competitive Process

Applications will be accepted from **January 20, 2014 - January 31, 2014** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined by Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, February 1, 2014.**

Captain:

1. Completion of 5 years service with the Department;
2. At least 1 year as a Firefighter II;
3. Completion of OCS I;
4. Completion of ICS 300;
5. Completion of the Company Officer Development course;
6. A minimum of an Associate's (two-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
7. A Valid driver's license and acceptable driving record;
8. Received at least an "ACHIEVED" rating on all Performance Appraisals (PA) during the last two years preceding the eligibility date;
9. No "Performance Probation" during the last **two years**;
10. Members promoted to the rank of Fire Captain shall complete a community service project, approved by their Battalion Chief, within one year of promotion.

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 20, 2014**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 20, 2014 at 8:00 a.m.** and will close on **January 31, 2014 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Recommendation for Promotion Form-** This Form must be completed and submitted to HR. Those with a "recommended for promotion" status will be eligible to sit for the Written Test.
- B. **Written Test**
- C. **Assessment Center**
 - 1. Operations Exercise
 - 2. Oral Exercise
- D. **Relevant Factor Points-**added to overall total score

V. Recommendation for Promotion

A Recommendation for Promotion form will be required for all candidates who wish to take the written exam. This form will be available on CFDnet and must be completed by the candidate's immediate supervisor. If a candidate has recently transferred, the previous supervisor may complete the form. The Recommendation for Promotion form must be submitted to HR electronically (cfdhr@charlottenc.gov) by **Friday, January 31, 2014**.

VI. Written Examination**A. Date, Location and Time:**

- **Monday, February 17, 2014 and Tuesday, February 18, 2014**
- Training Academy
- Candidates must arrive in Class B uniform by **9:00 a.m.** to take the test.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.
- Candidates will sign in and out of the room if they leave for any reason prior to the conclusion of the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The Department and the test vendor will review these items for accuracy and relevance. The Department and the test vendor will provide a disposition of all challenges relevant to every candidate.

VII. Description of Assessment Exercises

All candidates who submit the required Recommendation for Promotion form and meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of two external assessors and one internal assessor with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of written instructions and a set period of time for preparation. Candidates will then present to a panel of two external assessors and one internal assessor with an internal facilitator.

Each section of the assessment exercises will have a cut-off score. All candidates must meet or exceed the cut-off score on all sections in order to move forward in the Promotional Process. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 28-May 2, 2014** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VIII. Promotional Process Scoring Information

- A. **Written Test** **50%**
- B. **Assessment Center** **50%**
 - 1. **Operations Exercise** 25%
 - 2. **Oral Exercise** 25%
- C. **Relevant Factor Points**, as defined below, are added to the combined total of the assessment center and written exam scores:

Education: One (1) point for a BS/BA degree in a non- Fire Science discipline OR Two (2) points for a BS/BA degree in a Fire Science related discipline.

Seniority: One half (½) point for each full year of service (maximum of 5 points).

Fire Engineer: Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of February 1, 2014.

IX. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off score for each section (written exam and assessment exercises). Successful candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2014-2015 Fire Captain's Promotional Eligibility Pool will remain in effect from July 1, 2014 through June 30, 2015, or until the pool is exhausted, whichever comes first.

All newly promoted Captains must complete a drug screen and

background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

X. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *This process is evaluated annually and is subject to change.*

2014 Reference List
for the Rank of Fire Captain
Charlotte Fire Department

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

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A. NFPA Training Manuals

1. Fundamentals of Fire Fighter Skills (978-1-28405-965-6)
3rd edition, 1188 pages © 2014 (\$109.95)
2. Fire Officer: Principles and Practice (978-1-44960-162-1)
2nd edition, 2007, 394 pages © 2010 (\$82.95)
3. Fire Service Pump Operator: Principles and Practice (978-0-76373-908-9)
394 pages © 2011 (\$92.95)

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-279-3)
Norman, John, 4th edition, 2012, Fire Engineering, PennWell Books, 654 pages
2. Charlotte Fire Department Operations Manual, 2013 Edition (located on CFDnet)
3. Mecklenburg County EMS Protocols Manual

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5th edition, 2013, ICMA, 336 pages

PUBLISHERS' ADDRESSES**Edcon Press** (*www.edconpress.com*)

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(800) 344-3555 or (617) 770-0700 FAX - (800) 593-NFPA



CHARLOTTE FIRE DEPARTMENT

228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: 
Richard O. Granger Jr.
Deputy Chief

Date: December 15, 2014

Subject: Promotional Process Announcement for Battalion Chief

I. Notice of Competitive Process

Applications will be accepted from **January 5, 2015- January 16, 2015** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Battalion Chief.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined in Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, January 31, 2015.**

Battalion Chief:

1. Completion of 4 years of service with the Department as a Captain;
2. Completion of OCSI and OCSII;
3. Completion of ICS 300 and 400;
4. NC EMT certification
5. Valid North Carolina Emergency Medical Technician certification;
6. Completion of the Chief Officer Development course;
7. Minimum of a B.S./B.A. (four-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
8. Valid driver's license and acceptable driving record;
9. Received at least an ACHIEVED rating on all performance appraisals during the last two years preceding the eligibility date;
10. No "Performance Probation" during the last two years;
11. Members promoted to the rank of Battalion Chief shall complete a community service project, approved by the Deputy Chief, within one year of promotion

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 5, 2015**, candidates may access the application online at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select **Applications** ► **HR applications** ► **Promotional Application**.
- The application period will open on **January 5, 2015 at 8:00 a.m.** and will close on **January 16, 2015 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process, you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- Written Test**
- Assessment Center** – Operations Management Exercise
- Relevant Factor Points**-added to overall total score
- Deputy Chiefs' Panel Interview**

V. Written Examination

A. Date, Location and Time:

- **Tuesday, February 3, 2015 and Wednesday, February 4, 2015**
- Training Academy
- Candidates must arrive in Class B uniform prior to **9:00 a.m.** to take the test. Test will start promptly at 9:00 a.m.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after

the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The test vendor will review these items for accuracy and relevance.

VI. Description of Assessment Exercise

All candidates who submit the required Recommendation for Promotion form and are recommended for promotion, and meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of an operations management exercise:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of three external assessors with an internal facilitator.

The Operations Management Exercise will have a cut-off score. All candidates must meet or exceed the cut-off score in order to move forward to the Deputy Chiefs Panel Interview. All candidates will be informed via Fire Department email of their assessment score and whether their score met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 20 – April 24, 2015** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Assessment Center Scoring Information

The scoring for the assessment process will be calculated as follows:

A.	Written Test	50%
B.	Operations Management Exercise	50%

VIII. Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores.

Education: Two (2) points are awarded for a BS/BA degree in a Fire Science related discipline.

IX. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off scores for the written test and the operations exercise. All candidates who pass the assessment center exercise will be invited to a panel interview with the Deputy Chiefs. The interview will be a structured discussion in which candidates will respond to several questions/scenarios regarding departmental philosophy, policy, and standard operating procedures. The Deputy Chiefs will consider the candidates' responses to the interview questions, along with their productivity, interpersonal skills, tenure, time in rank, performance record, contributions to the department, and any other relevant factors. Following the Deputy Chiefs' interview, a recommendation will be submitted to the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider the Deputy Chiefs' recommendations, as well as a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions, and any other relevant factors.

The 2015-2016 Battalion Chief's Promotional Eligibility Pool will remain in effect from July 1, 2015 through June 30, 2016, or until the pool is exhausted, whichever comes first.


All newly promoted Battalion Chiefs must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community



CHARLOTTE FIRE DEPARTMENT

228 EAST 9TH STREET CHARLOTTE NC 28202

To: All Uniform Members

From: 
Richard O. Granger Jr.
Deputy Chief

Date: December 22, 2014

Subject: **Promotional Process Announcement for Fire Captain**

I. Notice of Competitive Process

Applications will be accepted from **January 19, 2015 - January 30, 2015** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined by Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, January 31, 2015.**

Captain:

1. Completion of 5 years service with the Department;
2. At least 1 year as a Firefighter II;
3. Completion of OCS I;
4. Completion of ICS 300;
5. NC EMT certification
6. Completion of the Company Officer Development course;
7. A minimum of an Associate's (two-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
8. A Valid driver's license and acceptable driving record;
9. Received at least an "ACHIEVED" rating on all Performance Appraisals (PA) during the last two years preceding the eligibility date;
10. No "Performance Probation" during the last **two years**;
11. Members promoted to the rank of Fire Captain shall complete a community service project, approved by their Battalion Chief, within one year of promotion.

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 19, 2015**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 19, 2015 at 8:00 a.m.** and will close on **January 30, 2015 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Written Test**
- B. **Assessment Center**
 - 1. Operations Exercise
 - 2. Oral Exercise
- C. **Relevant Factor Points**-added to overall total score

V. Written Examination**A. Date, Location and Time:**

- **Tuesday, February 17, 2015 and Wednesday, February 18, 2015**
- Training Academy
- Candidates must arrive in Class B uniform prior to **9:00 a.m.** to take the test. Test will start promptly at 9:00 a.m.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The test vendor will review these items for accuracy and relevance.

VI. Description of Assessment Exercises

All candidates who meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of two external assessors and one internal assessor with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of written instructions and a set period of time for preparation. Candidates will then present to a panel of two external assessors and one internal assessor with an internal facilitator.

Each section of the assessment exercises will have a cut-off score. All

candidates must meet or exceed the cut-off score on all sections in order to move forward in the Promotional Process. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 27-May 1, 2015** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Promotional Process Scoring Information

- A. Written Test** **50%**
- B. Assessment Center** **50%**
 - 1. Operations Exercise** 25%
 - 2. Oral Exercise** 25%

C. Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores:

Education: One (1) point for a BS/BA degree in a non- Fire Science discipline OR Two (2) points for a BS/BA degree in a Fire Science related discipline.

Seniority: One half (1/2) point for each full year of service (maximum of 5 points) as of January 31, 2015.

Fire Engineer: Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of January 31, 2015.

VIII. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off score for each section (written exam and assessment exercises). Successful candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2015-2016 Fire Captain's Promotional Eligibility Pool will remain in effect from July 1, 2015 through June 30, 2016, or until the pool is exhausted, whichever comes first.

All newly promoted Captains must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

IX. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *This process is evaluated annually and is subject to change.*

2015 Reference List
for the Rank of Fire Captain
Charlotte Fire Department

All books listed were in print and available from the publishers and a limited number are available for checkout at the Training Academy. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. NFPA Training Manuals

1. Fundamentals of Fire Fighter Skills (978-1-28405-965-6)
3rd edition, 1188 pages © 2014 (\$109.95)
2. Fire Officer: Principles and Practice (978-1-44960-162-1)
2nd edition, 2007, 394 pages © 2010 (\$82.95)
3. Fire Service Pump Operator: Principles and Practice (978-0-76373-908-9)
394 pages © 2011 (\$92.95)

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-279-3)
Norman, John, 4th edition, 2012, Fire Engineering, PennWell Books, 654 pages
2. Charlotte Fire Department Operations Manual, 2013 Edition (located on CFDnet)
3. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Supervisory Practices (978-0-87326-774-8)
5th edition, 2013, ICMA, 336 pages

PUBLISHERS' ADDRESSES

Edcon Press (www.edconpress.com)

7 Walnut Street, Cranford, New Jersey 07016

(908) 272-7765

Fire Engineering, PennWell Books (www.pennwell.com)

1421 South Sheridan Road, Tulsa, Oklahoma 74112

(800) 752-9764 FAX - (918) 831-9555

International City Management Association (www.bookstore.icma.org)

777 N. Capitol, N.E., Suite 500, Washington, DC 20002

800) 745-8780

International Fire Service Training Association (IFSTA) (www.ifsta.org)

Fire Protection Publications, Oklahoma State University

930 N. Willis, Stillwater, Oklahoma 74078-8045

(800) 654-4055 FAX - (405) 744-8204

Jones and Bartlett Publishers, LLC (www.jbpub.com.com)

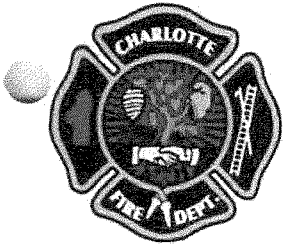
40 Tall Pine Drive, Sudbury, MA 01776

(800) 752-9764 FAX - (918) 831-9555

National Fire Protection Association (NFPA) (www.nfpa.org)

1 Batterymarch Park, Quincy, MA 02169-7471

(800) 344-3555 or (617) 770-0700 FAX - (800) 593-NFPA



CHARLOTTE FIRE DEPARTMENT
500 DALTON AVE CHARLOTTE NC 28206

To: All Uniform Members

From: Kevin S. Gordon
Deputy Chief

Date: December 19, 2016

Subject: **Promotional Process Announcement for Fire Captain**

I. Notice of Competitive Process

Applications will be accepted from **January 16, 2017 - January 27, 2017** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined by Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, January 28, 2017.**

Captain:

1. Completion of 5 years of service with the Department;
2. At least 1 year as a Firefighter II;
3. Completion of OCS I;
4. Completion of ICS 300;
5. NC EMT certification
6. Completion of the Company Officer Development Class;
7. A minimum of an Associate's (two-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
8. A valid driver's license and acceptable driving record;
9. Received at least an "ACHIEVED" rating on all Performance Appraisals (PRDs) during the last two years preceding the eligibility date;
10. No "Performance Probation" during the last **two years**;
11. Members promoted to the rank of Fire Captain shall complete a community service project, approved by their Battalion Chief, within one year of promotion.

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 16, 2017**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 16, 2017 at 8:00 a.m.** and will close on **January 27, 2017 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Written Test**
- B. **Assessment Center**
 - 1. Operations Exercise
 - 2. Oral Exercise
- C. **Relevant Factor Points**-added to overall total score

V. Written Examination**A. Date, Location and Time:**

- **Wednesday, February 15, Thursday, February 16 and Friday, February 17, 2017**
- Training Academy
- Candidates must arrive in Class B uniform prior to **9:00 a.m.** to take the test. Test will start promptly at 9:00 a.m.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The test vendor will review these items for accuracy and relevance.

VI. Description of Assessment Exercises

All candidates who meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of two external assessors and one internal assessor with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of interview questions and a set period of time for preparation. Candidates will then present to a panel of two external assessors and one internal assessor with an internal facilitator.

Each section of the assessment exercises will have a cut-off score. All

candidates must meet or exceed the cut-off score on all sections in order to move forward in the Promotional Process. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 24-28, 2017** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Promotional Process Scoring Information

- A. Written Test** **50%**
- B. Assessment Center** **50%**
 - 1. Operations Exercise** 25%
 - 2. Oral Exercise** 25%
- C. Relevant Factor Points**, as defined below, are added to the combined total of the assessment center and written exam scores:

Education: One (1) point for a BS/BA degree in a non- Fire Science discipline OR Two (2) points for a BS/BA degree in a Fire Science related discipline.

Seniority: One half (½) point for each full year of service (maximum of 5 points) as of January 30, 2016.

Fire Engineer: Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of January 30, 2016.

VIII. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off score for each section (written exam and assessment exercises). Successful candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2017-2018 Fire Captain's Promotional Eligibility Pool will remain in effect from July 1, 2017 through June 30, 2018, or until the pool is exhausted, whichever comes first.

All newly promoted Captains must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

IX. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *This process is evaluated annually and is subject to change.*

Reference List
Rank: Fire Captain
Charlotte, North Carolina

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. NFPA Training Manuals

1. Fundamentals of Fire Fighter Skills (1284059650)
Jones & Bartlett Learning, 3rd edition, NFPA, 2014
2. Fire Officer: Principles and Practice (1449601626)
Jones & Bartlett Learning, 2nd edition, NFPA, 2010
3. Fire Service Pump Operator: Principles and Practice (0763739081)
Jones & Bartlett Learning, 1st edition, NFPA, 2011

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-279-3)
Norman, John, 4th edition, 2012, Fire Engineering, PennWell Books
2. Charlotte Fire Department Operations Manual (Located on CFDnet)
3. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Supervisory Practices (0-87326-774-8)
5th edition, 2013, ICMA

Reference List
Rank: Fire Captain
Charlotte, North Carolina

PUBLISHERS' ADDRESSES

Edcon Press (www.edconpress.com)

Educational Consultants Institute
363 Monroe Ave.
Kenilworth, N.J. 07033
(908) 272-7763

Fire Engineering, PennWell Books (<http://www.pennwellbooks.com/fire-rescue/>)

1421 South Sheridan
Tulsa, OK 74112
(800) 752-9764

International City Management Association (ICMA)

(<http://bookstore.icma.org/>)

777 N. Capitol Street, N.E
Suite 500
Washington, DC 20002-4201
(800) 745-8780

Jones and Bartlett Publishers (www.jbpub.com)

5 Wall Street
Burlington, MA 01803
(800) 832-0034, Extension 8197 or (978) 443-5000

National Fire Protection Association (NFPA) (www.nfpa.org)

1 Batterymarch Park
Quincy, MA 02169-7471
(800) 344-3555 or (617) 770-3000



CHARLOTTE FIRE DEPARTMENT

500 DALTON AVENUE CHARLOTTE, NC 28206

To: All Uniform Members

From: Kevin S. Gordon
Deputy Chief

Date: December 19, 2016

Subject: Promotional Process Announcement for Battalion Chief

I. Notice of Competitive Process

Applications will be accepted from **January 2, 2017- January 13, 2017** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Battalion Chief.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined in Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, January 28, 2017.**

Battalion Chief:

1. Completion of 4 years of service with the Department as a Captain;
2. Completion of OCS I and OCS II;
3. Completion of ICS 300 and 400;
4. Valid North Carolina Emergency Medical Technician certification;
5. Completion of the Chief Officer Development course;
6. Minimum of a B.S./B.A. (four-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
7. Valid driver's license and acceptable driving record;
8. Received at least an ACHIEVED rating on all performance appraisals during the last two years preceding the eligibility date;
9. No "Performance Probation" during the last two years;
10. Members promoted to the rank of Battalion Chief shall complete a community service project, approved by the Deputy Chief, within one year of promotion

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 2, 2017**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 2, 2017 at 8:00 a.m.** and will close on **January 13, 2017 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process, you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Written Test**
- B. **Assessment Center** – Operations Management Exercise
- C. **Relevant Factor Points**-added to overall total score
- D. **Deputy Chiefs' Panel Interview**

V. Written Examination

A. Date, Location and Time:

- **Tuesday, February 7, 2017 and Wednesday, February 8, 2017**
- Training Academy
- Candidates must arrive in Class B uniform prior to **9:00 a.m.** to take the test. Test will start promptly at 9:00 a.m.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform

candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The test vendor will review these items for accuracy and relevance.

VI. Description of Assessment Exercise

All candidates who submit the required Recommendation for Promotion form and are recommended for promotion, and meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of an operations management exercise:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of three external assessors with an internal facilitator.

The Operations Management Exercise will have a cut-off score. All candidates must meet or exceed the cut-off score in order to move forward to the Deputy Chiefs Panel Interview. All candidates will be informed via Fire Department email of their assessment score and whether their score met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 17 – April 21, 2017** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Assessment Center Scoring Information

The scoring for the assessment process will be calculated as follows:

A. Written Test	50%
B. Operations Management Exercise	50%

VIII. Relevant Factor Points, as defined below, are added to the combined total of the assessment center and written exam scores.

Education: Two (2) points are awarded for a BS/BA degree in a Fire Science related discipline.

IX. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off scores for the written test and the operations exercise. All candidates who pass the assessment center exercise will be invited to a panel interview with the Deputy Chiefs. The interview will be a structured discussion in which candidates will respond to several questions/scenarios regarding departmental philosophy, policy, and standard operating procedures. The Deputy Chiefs will consider the candidates' responses to the interview questions, along with their productivity, interpersonal skills, tenure, time in rank, performance record, contributions to the department, and any other relevant factors. Following the Deputy Chiefs' interview, a recommendation will be submitted to the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider the Deputy Chiefs' recommendations, as well as a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions, and any other relevant factors.

The 2017-2018 Battalion Chief's Promotional Eligibility Pool will remain in effect from July 1, 2017 through June 30, 2018, or until the pool is exhausted, whichever comes first.

All newly promoted Battalion Chiefs must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community

service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

X. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *This process is evaluated annually and is subject to change.*

Reference List
Rank: Battalion Chief
Charlotte, North Carolina

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. NFPA Training Manuals

1. Fundamentals of Fire Fighter Skills (1284059650)
Jones & Bartlett Learning, 3rd edition, NFPA, 2014
2. Chief Officer: Principles and Practice (0763779296)
Jones & Bartlett Learning, 1st edition, NFPA, 2012
3. Fire Investigator: Principles and Practice to NFPA 921 and 1033 (0763758515)
Jones & Bartlett Learning, 3rd edition, NFPA, 2012

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-279-3)
Norman, John, 4th edition, 2012, Fire Engineering, PennWell Books
2. Charlotte Fire Department Operations Manual (Located on CFDnet)
3. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Supervisory Practices (0-87326-774-8)
5th edition, 2013, ICMA

Reference List
Rank: Battalion Chief
Charlotte, North Carolina

PUBLISHERS' ADDRESSES

Edcon Press (www.edconpress.com)

Educational Consultants Institute
363 Monroe Ave.
Kenilworth, N.J. 07033
(908) 272-7763

Fire Engineering, PennWell Books (<http://www.pennwellbooks.com/fire-rescue/>)

1421 South Sheridan
Tulsa, OK 74112
(800) 752-9764

International City Management Association (ICMA) (<http://bookstore.icma.org/>)

777 N. Capitol Street, N.E.
Suite 500
Washington, DC 20002-4201
(800) 745-8780

Jones and Bartlett Publishers (www.jbpub.com)

5 Wall Street
Burlington, MA 01803
(800) 832-0034, Extension 8197 or (978) 443-5000

National Fire Protection Association (NFPA) (www.nfpa.org)

1 Batterymarch Park
Quincy, MA 02169-7471
(800) 344-3555 or (617) 770-3000



CHARLOTTE FIRE DEPARTMENT
500 DALTON AVE CHARLOTTE NC 28206

To: All Uniform Members

From: Kevin S. Gordon
Deputy Chief

Date: December 19, 2016

Subject: Promotional Process Announcement for Fire Captain

I. Notice of Competitive Process

Applications will be accepted from **January 16, 2017 - January 27, 2017** for the purpose of establishing an eligible pool of candidates for promotion to the rank of Fire Captain.

II. Eligibility to Compete

Candidates must meet the promotional requirements as defined by Charlotte Fire Department General Order 206.01. Candidates must satisfy these requirements by the deadline, **Saturday, January 28, 2017.**

Captain:

1. Completion of 5 years of service with the Department;
2. At least 1 year as a Firefighter II;
3. Completion of OCS I;
4. Completion of ICS 300;
5. NC EMT certification
6. Completion of the Company Officer Development Class;
7. A minimum of an Associate's (two-year) degree in Fire Science, OR any Bachelor's (four-year) degree, as approved by the Chief of Training;
8. A valid driver's license and acceptable driving record;
9. Received at least an "ACHIEVED" rating on all Performance Appraisals (PRDs) during the last two years preceding the eligibility date;
10. No "Performance Probation" during the last **two years**;
11. Members promoted to the rank of Fire Captain shall complete a community service project, approved by their Battalion Chief, within one year of promotion.

III. Method of Application

Candidates must submit a promotional application in order to compete in the promotional process.

- Beginning **January 16, 2017**, candidates may access the application on-line at the Fire Department Intranet site <http://cfdweb>. From the CFD Intranet homepage, select *Applications* ► *HR applications* ► *Promotional Application*.
- The application period will open on **January 16, 2017 at 8:00 a.m.** and will close on **January 27, 2017 at 5:00 p.m.**
- Upon electronic submission of the application, an automated email confirmation will be sent to your **Fire Department** email address.
- **No late applications will be accepted.**

Please note:

At any time during the process you may be required to submit verification of your valid driver's license, a copy of your college diploma or transcripts indicating completion of degree requirements, and/or other documents as necessary.

IV. Process Components

The promotional process is a competitive process based on merit principles. All promotional process activities will be conducted while **off duty**. The process consists of the following components:

- A. **Written Test**
- B. **Assessment Center**
 - 1. Operations Exercise
 - 2. Oral Exercise
- C. **Relevant Factor Points**-added to overall total score

V. Written Examination**A. Date, Location and Time:**

- **Wednesday, February 15, Thursday, February 16 and Friday, February 17, 2017**
- Training Academy
- Candidates must arrive in Class B uniform prior to **9:00 a.m.** to take the test. Test will start promptly at 9:00 a.m.

B. Test Administration

- Candidates should arrive 15 minutes prior to the test time in order to check in. An employee i.d. card is required.
- Exam candidates will not be permitted to bring cell phones and other electronic or manual aid devices into the building on test day and cannot use these devices for any reason during the administration of the test.
- Only the test materials (booklet, answer sheet, scrap paper, and pencils) will be permitted on top of the table; all other materials should be stored elsewhere before reporting for the test.

C. Time Allotment

The exam will take approximately three and one-half (3 ½) hours, including the introduction, instructions, and the written examination.

D. Orientation Manual

A "Candidate Study Guide" is available on the test vendor's website:

<http://www.mccanntesting.com/resource-center/> by clicking on the link for Fire Promotion Study Guide

NOTE: This guide is intended to familiarize candidates with the test question formats and the instructions for taking the test. It does not contain actual test questions, and it is not specific to the Charlotte Fire Department test content.

In addition, the test vendor has made two full length practice exams available for purchase via their website:

<http://www.vantageonlinestore.com/home.php?cat=298>

These practice exams are a tool to help candidates become more familiar with the type and format of test questions. The practice exams contain 100 questions that are not used on the actual promotional exams and are not indicative of the Charlotte Fire Department's test subject matter.

E. Scoring

Candidate's identities will be concealed during scoring by the test vendor. The Fire Department Employee ID Number will be used on the examination answer sheets and will be matched to names after the exam is scored. Fire Department Human Resources will inform candidates by Fire Department email of their test scores and whether those scores meet or exceed the cut-off scores recommended by the test vendors.

F. Candidate Test Item Challenges

Upon completion of the exam, on test day, each candidate will have the opportunity to submit any test items for review. The test vendor will review these items for accuracy and relevance.

VI. Description of Assessment Exercises

All candidates who meet or exceed the vendor recommended cut-off score on the written test will be invited to participate in an assessment center. The assessment center consists of two components:

A. Operations Management Exercise

Candidates will be given a set of written instructions and a period of time to prepare for the presentation of an action plan to mitigate an incident. Candidates must make a presentation to a panel of two external assessors and one internal assessor with an internal facilitator.

B. Oral Exercise

Candidates will be given a set of interview questions and a set period of time for preparation. Candidates will then present to a panel of two external assessors and one internal assessor with an internal facilitator.

Each section of the assessment exercises will have a cut-off score. All

candidates must meet or exceed the cut-off score on all sections in order to move forward in the Promotional Process. All candidates will be informed via Fire Department email of their assessment scores and whether their scores met or exceeded the recommended cut-off.

The Assessment Center is scheduled for the week of **April 24-28, 2017** at the Training Academy. All candidates who are eligible to participate in the Assessment Center will receive additional information with their written test results.

VII. Promotional Process Scoring Information

- A. Written Test 50%**
- B. Assessment Center 50%**
 - 1. Operations Exercise 25%**
 - 2. Oral Exercise 25%**
- C. Relevant Factor Points**, as defined below, are added to the combined total of the assessment center and written exam scores:

Education: One (1) point for a BS/BA degree in a non- Fire Science discipline OR Two (2) points for a BS/BA degree in a Fire Science related discipline.

Seniority: One half (1/2) point for each full year of service (maximum of 5 points) as of January 30, 2016.

Fire Engineer: Two (2) points will be added for each candidate who is a Firefighter Engineer with at least one year of service as of January 30, 2016.

VIII. Promotional Decisions

Relevant factor points will be added to the final scores of those candidates who meet or exceed the recommended cut-off score for each section (written exam and assessment exercises). Successful candidates will be placed in an eligibility pool for selection by the Fire Chief.

The Fire Chief has the authority to appoint any eligible candidate. The Civil Service Board must then certify candidates selected for promotion. In making promotions, the Fire Chief retains the authority to consider a candidate's level of productivity, ability to work with others, training, experience, disciplinary actions and any other relevant factors.

The 2017-2018 Fire Captain's Promotional Eligibility Pool will remain in effect from July 1, 2017 through June 30, 2018, or until the pool is exhausted, whichever comes first.

All newly promoted Captains must complete a drug screen and background check and will serve a one-year probationary period, during which time they will be required to complete an approved community service project. To remain eligible, candidates must maintain at least an achieved performance rating and not be subject to any major disciplinary action.

IX. General Information

If you have questions regarding this process or this announcement, contact Kristi Kjeldsen, HR Manager, in Fire Administration at 704-336-2051.

PLEASE NOTE:

- *This process is evaluated annually and is subject to change.*

Reference List
Rank: Fire Captain
Charlotte, North Carolina

All books listed were in print and available from the publishers unless otherwise noted. The ISBN number is located next to the title in parentheses. Publishers' addresses are given at the end of the list of books. Many books on the list may also be purchased from www.Amazon.com or Edcon Press.

TECHNICAL FIRE KNOWLEDGE TEXTS

A. NFPA Training Manuals

1. Fundamentals of Fire Fighter Skills (1284059650)
Jones & Bartlett Learning, 3rd edition, NFPA, 2014
2. Fire Officer: Principles and Practice (1449601626)
Jones & Bartlett Learning, 2nd edition, NFPA, 2010
3. Fire Service Pump Operator: Principles and Practice (0763739081)
Jones & Bartlett Learning, 1st edition, NFPA, 2011

B. Other Technical Manuals

1. Fire Officer's Handbook of Tactics (978-1-59370-279-3)
Norman, John, 4th edition, 2012, Fire Engineering, PennWell Books
2. Charlotte Fire Department Operations Manual (Located on CFDnet)
3. Mecklenburg County EMS Protocols Manual

SUPERVISION, MANAGEMENT, AND ADMINISTRATIVE TEXTS

C. Supervision and Management

1. Effective Supervisory Practices (0-87326-774-8)
5th edition, 2013, ICMA

Reference List
Rank: Fire Captain
Charlotte, North Carolina

PUBLISHERS' ADDRESSES

Edcon Press (www.edconpress.com)

Educational Consultants Institute
363 Monroe Ave.
Kenilworth, N.J. 07033
(908) 272-7763

Fire Engineering, PennWell Books (<http://www.pennwellbooks.com/fire-rescue/>)

1421 South Sheridan
Tulsa, OK 74112
(800) 752-9764

International City Management Association (ICMA)

(<http://bookstore.icma.org/>)

777 N. Capitol Street, N.E.
Suite 500
Washington, DC 20002-4201
(800) 745-8780

Jones and Bartlett Publishers (www.jbpub.com)

5 Wall Street
Burlington, MA 01803
(800) 832-0034, Extension 8197 or (978) 443-5000

National Fire Protection Association (NFPA) (www.nfpa.org)

1 Batterymarch Park
Quincy, MA 02169-7471
(800) 344-3555 or (617) 770-3000