



structure and condition (arriving). Knowledge of supervision was measured by questions in both scenarios, and was scored for each. For the evolving scenario, candidates were provided with a 15-minute preparation period, and candidates had 10 minutes to respond. For the arriving scenario, a five minute preparation period was given and candidates had 10 minutes to respond.

The candidates' responses were scored on technical knowledge and oral communication ability. Prior to the administration of the exam, a panel of Subject Matter Experts (SMEs) determined the scoring criteria, using generally approved fire command practices, firefighting practices, and reference materials. Scoring decisions were based on SME-approved possible courses of action (PCAs) including those actions that must be taken to resolve the situation as presented. For a performance to be acceptable, a candidate needed to present the mandatory courses of action for that scenario. Only those oral responses that depicted relevant behaviors that were observable and could be quantified were assessed in the scoring process. Each performance was evaluated by two SMEs who currently are a first level supervisor or higher. If the SME scores differed by 1 point, the score was averaged. If they differed by more than 1 point, the SMEs were required to confer with each other until they agreed on a score. Scores were then converted to standardized scores.

Candidates were rated on a five-point scale, with 5 as the optimal response, 4 as a more than acceptable passing response, 3 as a minimally acceptable passing response, 2 as a less than acceptable response, and 1 as a much less than acceptable response. For each of the scenes, and for oral communication, the requirements for each score were defined.

For the evolving scenario, the appellant scored a 3 for the technical component, a 5 for the supervision component, and a 5 for the oral communication component. For the arriving scenario, the appellant scored a 5 for the technical component, a 5 for the supervision component, and a 5 for the oral communication component. The appellant challenges his score for the technical component of the evolving scenario. As a result, the appellant's test material, video, and a listing of PCAs for the scenarios were reviewed.

The evolving scenario involved a report of a fire in a one-story, ordinary construction building consisting of a bakery, Laundromat, convenience store, and liquor store. It is 6:00 AM on a Sunday in September and the temperature is 72° Fahrenheit with clear skies, and a wind blowing from east to west at 5 MPH. Upon arrival, it is noticed that smoke is coming from the Laundromat on side A. A bystander said she noticed smoke coming from the closed Laundromat and called 911. The candidate is the commanding officer of the first arriving ladder company and he establishes command. There were two technical questions. Question 1

asked for specific actions that should be taken upon arrival. Question 2 indicates that, during the incident, the parapet wall on side A partially collapses. The question asked what actions should now be taken, based on this new information. Instructions indicate that, in responding to the questions, the candidate should be as specific as possible in describing actions, and should not assume or take for granted that general actions will contribute to a score.

In regard to the technical component, the assessors noted that the appellant failed to order an evacuation of the building or sound evacuation tones, which was a mandatory response to question 2. They used the flex rule to assign a score of 3. On appeal, the appellant states that he said, "I'm going to have an orderly withdrawal of all personnel from the interior of the structure," which is consistent with collapse rescue operations. He provides a list of actions that he took, based on the assumption that there were people involved in the collapse. He states that, according to *Fire Officers Handbook of Tactics*, 4th ed., by John Norman, the events that take place a few minutes after the collapse will determine the survival or demise of a fire fighter, and the first priority is to keep them from burning to death. Thus, he had all members exit the building after taking lifesaving actions in the event that a firefighter was involved in the collapse.

Regarding the flex rule, mandatory responses are responses that are requirements for a performance to be acceptable (a score of 3). Sometimes, a candidate states many additional responses but does not give a mandatory response. The flex rule was designed to allow the SMEs to assign a score of 3 to candidates who fail to give a mandatory response but who provide many additional responses. However, the SMEs cannot provide a score higher than a 3 in those cases. All mandatory responses must be given in order for a performance to be acceptable, whether there is one mandatory response or five of them. It is not assumed that candidates receive a score of 5 which is then lowered for lack of responses. Performances that include mandatory responses get a score of 3, and those without mandatory responses get a score of 1 or 2. Additional responses only increase a score from 3 to 4 or from 3 to 5.

A review of the appellant's video and related examination materials indicates that the appellant accounted for all of his members, and had a Rapid Intervention Team (RIT) standing by. Then he stretched an additional 2½ inch hose line to the area in case there were any firefighters involved in the collapse. He then stated he would have an orderly withdrawal of all personnel from the interior of the structure to outside of the collapse zone, but he would continue interior operations to knock down the fire and get the incident stabilized. An orderly withdrawal is not the same as an immediate evacuation. There should always be a clear signal when an evacuation is ordered, such as a series of short air horn blasts supplemented by mayday radio communications. Firefighters should get out of the structure

immediately upon hearing the signal, leaving equipment and hoselines behind. Ordering an "orderly withdrawal" does not have the sense of urgency of an evacuation, and is not the same. Nevertheless, the appellant clearly stated that he would continue interior operations. His response was not the same as that listed by the assessor, which was a mandatory response, and the appellant's score for this component will not be changed.

CONCLUSION

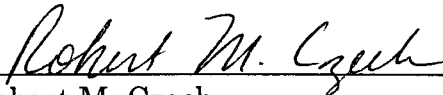
A thorough review of the appellant's submissions and the test materials indicates that the decision below is amply supported by the record, and the appellant has failed to meet his burden of proof in this matter.

ORDER

Therefore, it is ordered that this appeal be denied.

This is the final administrative determination in this matter. Any further review should be pursued in a judicial forum.

DECISION RENDERED BY THE  
CIVIL SERVICE COMMISSION  
THE 19<sup>th</sup> DAY OF OCTOBER, 2016

  
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