

Scenario #1

You are a newly promoted Battalion Chief. You are assigned as Battalion 1. Prior to your promotion you heard that the crew on Engine 3 had a reputation of showing up late to drills with coffee in hand. You also have heard that their motto is, "If there isn't smoke showing there is no reason to hurry." You also have been told that the Captain believes that the fire department should not respond to medical aid calls.

Today you receive a citizen complaint from a woman who stated that the crew of Engine 3 responded to her home to help her husband back into bed and felt that the crew was rude to her and was rough with her husband. They informed that while they were helping her, they were not available for their "real job" of fighting fires.

In this scenario you are now meeting with Bob Jones, the Captain of Engine 3.

Scenario #2

You are assigned as Battalion 1. Captain Jeff Jones has been assigned to Station 12 for the past 18 months. He has a reputation as being one of the more seasoned Captains in your Battalion. He has a colorful personality with a reputation as being very proficient in his job. He is very popular with his crew. During fires, he can be counted on to give a strong size up, assume command, and appropriately assign resources.

Captain Jones can be counted on to complete his month end reports on time and they are usually completed with accuracy.

Last month Captain Jones was late to turn in his month end reports. He also called in sick on two separate occasions. In reviewing Captain Jones' attendance record, prior to last month, he had not called in sick for the past 5 years.

During the turnover from the off-going Battalion Chief, he mentioned that the B shift Captain made a comment that he thought Captain Jones was having some personal problems.

This morning you are meeting with Captain Jones.

Scenario #3

You are assigned to Battalion 1. James Ross is a Captain assigned to Engine 1, which is one of the stations in your battalion. He is competent in his position and is generally well liked and respected by his peers. He has taken the last two BC exams and has not passed either one. He feels like the department has it out for him.

During your station rounds, you feel like Captain Ross gives you the cold shoulder. He is not disrespectful, just cold and distant. His conversations are kept to a minimum and he is reluctant to discuss anything other than departmental issues.

During a multi-company drill you walked up to a group of firefighters only to hear Captain Ross telling stories about you to the group. Although the stories did have some element of truth, they were blown way out of proportion.

Scenario #4

You are assigned as Battalion 3. During your station rounds at station 5, a firefighter makes a comment that he is glad that he is not working at station 4 today. When you ask him why, he will not elaborate. As you press the issue, he reluctantly informs you that the two Captains at station 8 do not get along.

The firefighter explains that Engine 8 and Truck 8 do not train together. They rarely eat meals together. It appears that there is disconnect between the engine and truck captains that has made the station a very unpleasant place to work.

You drive to station 8 and park in your usual position. The apparatus doors are up so you proceed to the Captain's office. As you approach, you hear some shouting. You hear the newly promoted Engine Captain John Fischer state, "I don't care how long you have until retirement, you still have to do your fair share of the work." "You don't train your crew, you don't do your monthly reports, don't do anything around the station."

The Truck Captain replies, "I don't need to do any of that, you are the rookie. You need to quit whining and suck it up!"

Just then they notice you, the Battalion Chief, entering the room.

Scenario #5

You are a new Battalion Chief assigned to Battalion 1. You receive a call from the Fire Chief asking you to investigate a citizen complaint against one of the Captains in your battalion.

Mrs. Hanley alleges that when Engine 9 responded to her house last shift at 0200 to help her husband back into bed, one of the firefighters, who identified himself as Captain Fitzgerald, told her that she needed to find an alternate means of getting her husband back into bed. The Captain proceeded to tell her that the fire department was for fighting fires, not to help people back into bed. Furthermore, since they were there helping her husband back into bed, they were unavailable to perform their primary mission of fighting fires.

You have spoken to Mrs. Hanley on the phone and received her account of the details. They are consistent with what you were told by the Fire Chief.

You are now meeting with Captain Fitzgerald.

Scenario #6

You are on duty as Battalion 1. You receive a call from the Fire Chief who says that at 0830 this morning, Engine 1 was parked in the fire lane in front of the coffee shop and was causing a traffic flow problem. Additionally, the crew entered the coffee shop dressed in their physical fitness gear.

The fire Chief has directed you to look into the incident and wants to know the results of your investigation.

You are now meeting with Captain Jones who is the Captain on Engine 1.

Scenario #7

You are the on duty Battalion Chief at station 1. As you are making your station rounds at station 3, you are approached by probationary firefighter Michelle Rossi. She asks if she can speak to you in private. The two of you step into a quiet area and she tells you that she is in fear of failing her probationary period.

She is assigned to Engine 3. The Captain George Kearney is a seasoned officer with a strong operational background, but has a tendency to run a loose crew. The Engineer, Matt Henderson, is a recently divorced father of two young children, who is known as a loose cannon. He was recently disciplined for an off duty event that occurred in a bar.

Firefighter Rossi tells you that she is in fear of failing her probationary exam. She informs you that she does not feel like she is getting the same training that her classmates from her academy are getting.

As you press her for more information she tells you that when they drill on ladders, Captain Kearney has said, on more than one occasion, that she cannot do them correctly and she never will because she is a girl. He has also said that he was disappointed because his crew got stuck with a girl.

When questioned about her daily training record, firefighter Rossi stated that Captain Kearney routinely "pencil whips" it.

You are now meeting with Captain Kearney.

Scenario #8

You are a newly promoted Battalion Chief. While making rounds at one of your fire stations, a firefighter makes a comment to you about how well the crew gets along at station #2.

He explained that while working an overtime shift, he noticed that the Captain and female engineer got along very well. In fact, he said that they openly talked about their dating lives.

Captain Mirabeli is recently divorced and is known to be a “ladies” man. Engineer Parker is an attractive woman in her mid 30’s and has a reputation of being competent in her position and is very outgoing.

The firefighter mentioned that the Captain Mirabeli and Engineer Parker bantered with each other throughout the entire shift. It seemed that everything was fair game. Engineer Parker stated that she often wondered if Mirabeli’s divorce was the result of peer performance in the most important room of the house. She was clear to state that she was not referring to the kitchen.

Mirabeli countered with the fact that he always wondered what team Engineer Parker really played for. He stated that everyone laughed and there was never any discontentment.

You are now speaking with Captain Mirabeli.

Scenario #9

You are a Battalion Chief. While you were off on vacation last shift, Engineer Tran Lee was involved in a minor traffic accident that occurred as he was trying to negotiate a tight alley. The front bumper of the engine scraped a parked car.

The paperwork was submitted to you via the interdepartmental mail. It was complete with the exception that Engineer Lee forgot to include the date next to his name.

You are entering the dining room at station 1. As you sit at the table to meet with Captain Jones, you notice a cartoon on the bulletin board. As you look at it further, you notice a middle age Asian male standing next a badly damages vehicle. The caption has been whited out and replaced with; "Another Asian driver". The saying is true; the best way to blindfold an Asian is with a windshield.

Scenario #10

You are a newly promoted Battalion Chief and just recently assigned to a battalion vacated by a BC who changed shifts. You received a routine turnover and history of the battalion from the previous chief. All is standard however he did indicate the crew at Station 2 is “pretty weak”. It was communicated that the crew lacks leadership, and most of the personnel act independently. It was also reported that although the crews passed the most recent Company Evaluations, they performed to the minimum with several fundamental mistakes and were poorly prepared.

On your second shift in that battalion, you responded to a working structure fire along with E2 as the first in engine company. The size up was incomplete, transmitted on the Tac channel (not the primary channel), and that the Captain gave no directions to incoming units.

Upon your arrival, the IC (E2) was on the roof of the structure with his crew inside with a working fire. Receiving no assignments, the subsequent arriving crews took it upon themselves to act on their own because they were unable to reach the IC on the radio. There was no water supply obtained, the Engineer was in a class C uniform, and one of the firefighters on E2 did not have a BA on inside the structure.

The fire is knocked down shortly after your arrival with Captain Stevens of E2 coming up to you and said “we kicked some butt on this fire!”. You then assume command, update dispatch, request the appropriate resources, coordinate overhaul procedures, and release all the companies.

You have decided that you will give E2 enough time to clean up and then you will go over to the station to discuss your concerns with this Captain. You have now arrived at FS2 to talk with Captain Stevens.

Scenario #11

You are a Battalion Chief working a regular duty day in your battalion you have been assigned to for just over 6 months. You have been aware that at one of your double houses the two Captains don't always see eye to eye but there have not been any significant issues. Both Captains have strong personalities, and definitely have different work habits and daily routines. Captain Ronald has been a Captain for 15 years and has been assigned to this station for over 8 years. The other Captain, Captain Young has been a Captain for just under a year and been at this station since being promoted holding a TP position.

Early in your shift, you receive a call from a Rural Metro Supervisor telling you she has been contacted by the medic unit personnel housed out of that station because of conflicting orders and directions from the Captains creating an uncomfortable work environment. Apparently the Captains have very different expectations of the ambulance crew, and have given them conflicting station duties. The ambulance crew feels in the middle and is looking for direction. The RM supervisor is hoping you can handle the issue and alleviate the tension at the station.

You have decided to head over to the station and discuss this issue with the two Captains. The ambulance crew is not in the station and not available at the time of your arrival.

Scenario #12

You are a Battalion Chief working an OT shift in a battalion in which you are not normally assigned. In the early afternoon while catching up on some computer work, you hear the station door bell ring. Soon afterward you hear a loud conversation with aggressive tones and shouting from the apparatus floor area.

When you go out to investigate, you find the Station Captain, Captain Edwards and a citizen in a heated discussion. The citizen states he came in to file a complaint about the firefighters ignoring him when he simply asked a few questions and were rude to him in the grocery store earlier. He feels he was not treated with any respect by employees in which "his tax dollars pay for".

The citizen says he simply tried asking them a few questions about their job and pensions. He says they ignored him and then just made a couple of "off the cuff" comments that seemed rude as they left the store. He wants to talk to the Chief and will take this all the way to the Mayor if he doesn't get this matter resolved.