Scenario #1

You are a new Captain assigned to a single engine house. Fred, your Engineer, has held the position for the past 7 years. He has competed in the promotional process for the last several exams. On each exam, he has failed to promote. Fred is competent in his job as an Engineer, but feels like the department has it out for him.

You notice that Fred gives you the cold shoulder. He is quick to point out your mistakes and seems bitter that you have promoted, while he still holds the rank of Engineer.

During a multi-company drill Fred uses the opportunity to tell stories about you, the probationary Captain. Although the stories have some element of truth, they are blown way out of proportion.

You are now meeting with Fred.

Scenario #1 Explanation

You are a new Captain assigned to a single engine house. Fred, your Engineer, has held the position for the past 7 years. He has competed in the promotional process for the last several exams. On each exam, he has failed to promote.

- Background information - Subjective

Fred is competent in his job as an Engineer

- Background information - Nice to know

Feels like the department has it out for him.

- Red flag – need to delve into why

You notice that Fred gives you the cold shoulder.

- While this may be uncomfortable, he has not broken any policy

He is quick to point out your mistakes

- When and where did he point them out? It's allowed but only in a private forum

Seems bitter that you have promoted, while he still holds the rank of Engineer.

- Subjective – probably true but no action can be taken)

During a multi-company drill Fred uses the opportunity to tell stories about you, the probationary Captain.

- He is not allowed to tell stories about anyone, even the Captain

Although the stories have some element of truth, they are blown way out of proportion.

- Whether or not the stories have an element of truth to them, spreading rumors about a person or his performance is not permitted under the policies and procedures. If your policies and procedures do not specifically address rumors, his conduct does not promote harmony in the work place and is not allowed.

You are now meeting with Fred.

Mandatory to address –failure of exercise if not addressed	**Bonus points – extra points for the candidates who hit these items.**
• Put a stop to him spreading rumors about you, the Captain	• His conduct of giving you the cold shoulder in the station • Fred's bitterness toward the promotional process • Offer to help him in the promotional process. Develop a plan for his promotion

Scenario #2

You are a new Captain. Bob is a Firefighter assigned to your crew. He has 12 years of experience and has a reputation of being a seasoned firefighter with a short temper. One of the Captains on the other shift informs you that Bob has been arriving to work later than all of the other firefighters.
Official shift change is at 0800. As a common courtesy firefighters relieve each other at 0715. Bob routinely arrives at 0755. Today he arrived at 0805. The Captain informs you that this is not the first time he has arrived late to work.

You have just finished speaking to the Captain on the other shift and are now preparing for your meeting with Bob.

Scenario #3

You are a new Captain. You have been assigned a firefighter from another station who has been having difficulty getting along with his crew at his previous station. On his first shift you invited him into your office and explained that he had a clean slate and clearly outlined your expectations.

On his fifth shift one of the firefighters came to you and complained that Bob had removed his laundry from the washer and placed it on top of the dryer. When his laundry was done in the washer, he placed his clothes in the dryer. He folded the wet clothes and left the wet clothes on top of the dryer.

The next shift, the Engineer approached you and complained that the firefighter changed his oil at the station and left the dirty oil next to the workbench along with a set of wrenches that were covered with oil.

The crew has approached you and feels like the firefighter is up to his old tricks again.

You are now meeting with the firefighter.

Scenario #4

You are a newly promoted Captain. Your crew consists of Jane Fitzgerald, a 10-year firefighter/paramedic and Joe Gonzales, an 8-year firefighter. Both are very competent and capable in their job, and both have good reputations on your fire department.

Prior to your promotion you worked at the same station, but on the other shift so you are familiar with the crew. You knew them to be a tight knit crew who liked to have fun. You worked with your new crew for twenty shifts before going on vacation for the past two weeks. Upon your return, you have noticed the bantering around the station has increased. The jokes have become a little “off color” and often have a sexual nature to them. The conversations have included details of their dating lives and sexual adventures. In fact, FF/PM Fitzgerald not only is comfortable with the discussions, but she often initiates them.

None of the crewmembers have complained or expressed discomfort; in fact they seem to get along exceptionally well.

You are meeting with Firefighter Gonzales to discuss your feelings regarding the crew’s interpersonal interactions.

Scenario #5

You will have 10 minutes to review the scenario. At the end of the time frame, the proctor will return to the room and bring you into the examination room where you will be seated in a simulated Captain's office. You will have 10 minutes to complete the exercise. Once completed, you will have 30 minutes to draft a memo to the Battalion Chief.

It is 0735. You are the Captain on duty at Station 9. You receive a call from your Battalion Chief who states she just drove by the Starbucks at Fay and Pearl. According to the Battalion Chief, Medic Rescue 9 is parked in the red zone, causing a traffic problem, in front of the Starbucks. She observed the Paramedics exit the rig in PT gear and tennis shoes. Apparently this is not the first time this has happened. She has directed you to investigate the matter and contact her with a written memo outlining your findings and recommendations.

The ambulance just returned to the station. The first crewmember, Joe Herzog, was working overtime and has already left the station and is headed home. The second crewmember, John Bernard, is one of your regular members is in the kitchen.

Scenario #6

You are a Captain assigned to a crew. The firefighter on your crew, Firefighter Michael O'Rily, has been on the job for 16 years and is very competent in his job. You have noticed recently that he has become very negative toward the department. Recently, he referred to a new policy regarding wearing a uniform in public as, "The Fire Chief trying to justify his job." His constant negativity is wearing on the crew. You are having difficulty filling the vacant Engineer position on your crew. Several people have expressed an interest; however, O'Rily's negativity has scared them off.

You are about to meet with Firefighter O'Rily

Scenario #7

You are a new Captain who has been assigned to a single engine station. The firefighter on your crew, John Anders, has been on the job for 22 years and prides himself on being a “Ghetto Fireman”. Anders is competent in his basic skills and is an informal leader on the department.

On a critical shooting call, the paramedic asks Anders to drive the ambulance to the hospital. He refuses and orders the other firefighter to drive stating, “I don’t drive the nurse wagon.” He proceeds to get in the back of the ambulance and the junior firefighter drives to the hospital.

You are now meeting with Anders, the senior firefighter.

Scenario #8

You are a new Captain assigned to a fire station in the downtown area. You are pleased with your new assignment. It's in a busy area and the station has a reputation of having plenty of fires and working EMS calls.

On your second shift you notice some tension between the Engineer and the Firefighter. When you speak to the Engineer Osborn about it, he says he does not sense any tension between the two. He enjoys firefighter Perez although he believes he has a "wild side."

When you meet with Firefighter Perez he tells you that he feels uncomfortable with Engineer Osborn's constant religious preaching. He believes it is over the top and demands that you put a stop to it. The final straw for Perez was when Osborn told him he was going to hell for his behavior.

You are now meeting with Engineer Osborn.

Scenario #9

You are a Captain assigned to a Truck Company. You arrive to work to find that the firefighter assigned to your crew arrived to the station last night and spent the night in the extra bed in the dorm. It’s now 0815 and he comes into your office and announces that he is calling in sick for work today. The off going crew left 30 minutes ago. You believe you smell alcohol on his breath.

Scenario 10

You are a new Captain who is temporarily assigned to a slow station at the northern edge of the city. Your crew today consists of two firefighters seasoned firefighters, both with over 15 years on the job. Each of the firefighters has side businesses that they run on their days off. Firefighter Paul Baerst helps his wife at her stationary and printing store, while Firefighter Chris Graham does rough construction. You don't know either of these two firefighters personally, but their reputation is that they are good guys.

Sitting around the table at the 0800 meeting, you review the plan for the day, which includes going to the Wellness Center for the crew's annual fitness evaluation in the afternoon. Firefighter Graham states, "There is no way I can go to Wellness. I am too sore from the job I just finished yesterday and I hurt my back lifting a bunch of 2 x 8's. Can we reschedule for next go around? You are now meeting with Firefighter Graham.

Scenario 11

It is 0800 and the alarm test sounds. Matt Muncie, the newly assigned firefighter to your crew has not reported for duty. Brenda, the probationary firefighter who is waiting for relief, dashes into the kitchen and asks for permission to continue cleaning the station. You grant her request. At 0817 your Firefighter Muncie strolls in the back door of the station. At 0825 comes FF Muncie comes into the kitchen with the probationary firefighter in tow. He thanks the Brenda for holding over for him, and says what a good thing it was that they exchanged cell phone numbers yesterday. The probie hustles out of the kitchen and leaves the station. Firefighter Muncie joins the crew for a cup of coffee and says, "That's a good kid, that Probie. I appreciate that she held over for me this morning."

The next morning after FF Muncie has left, the Probie (Brenda) comes to you and asks to speak to you in private. She reveals that she and Jim never exchanged phone numbers, and that he came to her yesterday morning as soon as he arrived and asked her to "cover" for him. She doesn't want to get in trouble and worries that this situation may reflect badly on her. She is really worried about retaliation from him (and every other firefighter on the job). She begs you not to tell FF Muncie what she just told you, but she's also upset that she lied to you.

You are now meeting with Firefighter Matt Muncie.

Scenario #12

You are a newly promoted Captain at a single engine house. Don, the long time engineer on the crew knows his first-in district very well. On the first call of the day you felt like he was driving too fast but didn't say anything. On the second call, he slowed down for a red light but not completely. As he rolled through the intersection, a woman in a small compact car who had the green light, slammed on her brakes and skidded behind the engine.
Don stated, "Can you believe that idiot"?

You have spoken to don two shifts ago about his driving. He stated, "Leave the driving to me." You explained that you expected him to follow the driving policy of your fire department. He reluctantly agreed.

You are now meeting with Don.

Scenario #13

You are a new Captain assigned to Station 3 on the “A” shift. You have been assigned a new probationary firefighter (Chuck) who has recently graduated from the fire academy. As a new officer you have been assigned to complete a large multi-company drill. This assignment has consumed a great deal of your on-duty time. As a result of your heavy work load, you have assigned the responsibility of training the rookie firefighter to your Engineer Michael Rollins.

Today, Chuck the rookie firefighter approaches you and states that he has concern about his probationary training. You are now meeting with the probationary firefighter.