

# DON McNEA FIRE SCHOOL

## HIRING GUIDE NOTEBOOK



*“Providing you with that  
competitive edge over  
your competition!”*

Since 1950, Don McNea Fire School has trained over 60,000 applicants for firefighter examinations with extremely successful results!

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# SECTION I.

## FIRE DEPARTMENT INFORMATION SHEETS

These sheets can be used to keep track of all pertinent information in the testing process. We have included a few copies at the back of this book but feel free to make copies of these forms to use for the different exams that you take. Keeping up-to-date information on when exams are occurring, what testing subjects, oral interview and physical agility aspects is very important in your pursuit of becoming a firefighter. Use these sheets as a reference for upcoming exams or to talk to individuals who have taken exams for a municipality in the past and try to get as much information for the upcoming exam as possible so that you can have the edge over your competition.

## FIRE DEPARTMENT INFORMATION

Fire department \_\_\_\_\_

Address \_\_\_\_\_

City, state, zip \_\_\_\_\_

Phone # \_\_\_\_\_ Fax # \_\_\_\_\_

Website/email \_\_\_\_\_

Department email interest list \_\_\_\_\_

Department size \_\_\_\_\_

Minimum/maximum age \_\_\_\_\_

Last test date \_\_\_\_\_

How often are tests given \_\_\_\_\_

Next test date \_\_\_\_\_

Anticipated openings \_\_\_\_\_ Salary range \_\_\_\_\_

### SPECIAL REQUIREMENTS:

- |   |  |
|---|--|
| <input type="checkbox"/> None                                   | <input type="checkbox"/> Military experience – extra credit              |
| <input type="checkbox"/> Residency – required                   | <input type="checkbox"/> Associates degree – required                    |
| <input type="checkbox"/> Residency – extra credit               | <input type="checkbox"/> Associates degree – extra credit                |
| <input type="checkbox"/> EMT certification – required           | <input type="checkbox"/> Bachelor's degree – required                    |
| <input type="checkbox"/> EMT certification – extra credit       | <input type="checkbox"/> Bachelor's degree – extra credit                |
| <input type="checkbox"/> Paramedic certification – required     | <input type="checkbox"/> State Firefighters Certification – req'd        |
| <input type="checkbox"/> Paramedic certification – extra credit | <input type="checkbox"/> State Firefighters Certification – extra credit |
| <input type="checkbox"/> Military experience – required         |  |

## WRITTEN EXAMINATION INFORMATION

Examination will be given by:

- Test consultant (name) \_\_\_\_\_  
 Civil Service Commission

Study guide available?     Yes     No

Application period \_\_\_\_\_

Physical/Online Address for application submittal \_\_\_\_\_

Test date \_\_\_\_\_

Written exam score \_\_\_\_\_ Oral exam score \_\_\_\_\_

Physical agility score \_\_\_\_\_ OR Pass \_\_\_\_\_ Fail \_\_\_\_\_ Final score & ranking \_\_\_\_\_

Testing subjects:

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Reading Comprehension        | <input type="checkbox"/> Inductive Reasoning                 | <input type="checkbox"/> Information Ordering  |
| <input type="checkbox"/> Human Relations              | <input type="checkbox"/> Deductive Reasoning                 | <input type="checkbox"/> Spatial Orientation   |
| <input type="checkbox"/> Problem Solving/<br>Judgment | <input type="checkbox"/> Visualization                       | <input type="checkbox"/> (Maps)  |
| <input type="checkbox"/> Math                         | <input type="checkbox"/> Verbal & Listening<br>Comprehension | <input type="checkbox"/> Stress Tolerance/<br>Motivation/Attitude/<br>Team Orientation |
| <input type="checkbox"/> Memory                       | <input type="checkbox"/> Spelling/Grammar                    |  |
| <input type="checkbox"/> Charts                       | <input type="checkbox"/> Verbal Reasoning                    |  |

## ORAL EXAMINATION INFORMATION

Oral interview date and time \_\_\_\_\_

Questions asked:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_

## PHYSICAL AGILITY INFORMATION

Physical Agility test date and time \_\_\_\_\_

Physical Agility Events:

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Physical agility will be graded as:  pass/fail  fastest times

# EXAMINATION QUESTIONS

This page is for applicants to write down examination questions you perceive to be difficult. In doing so, you may do research and find the correct answer. We also suggest that after you take an examination, you have a notebook with you and start writing down questions that you remember from the examination. You can record notes on your cellphone immediately after the examination and repeat the questions into your phone while they are fresh in your mind and transcribe them at a later date. You may remember questions up to a week after the examination so record them into your phone as you remember. Many times in a testing area, there are the same one or two testing consultants giving examinations. You may use these examination sheets as a reference source to the examiners in your area.

NOTE: We have included extra Fire Department Information Sheets and Examination Question pages to be used while testing for various examinations. You may copy these sheets as needed for further examinations.

Testing for \_\_\_\_\_ Fire Department

Examiner (name if known) \_\_\_\_\_

Examination Date \_\_\_\_\_

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_
7. \_\_\_\_\_  
\_\_\_\_\_
8. \_\_\_\_\_  
\_\_\_\_\_
9. \_\_\_\_\_  
\_\_\_\_\_
10. \_\_\_\_\_  
\_\_\_\_\_

# SECTION II.

# EXAMINATION PREPARATION STRATEGIES

## EXAMINATION PREPARATION STRATEGIES

- Use your Hiring Guidebook to keep the most current and up-to-date information on examination dates, requirements and testing information.
- We suggest that you subscribe to an internet firefighter employment service. We suggest FireJobs.com. It is the largest collection of firefighter employment on the internet. They post hundreds of jobs every week and deliver email alerts to your inbox daily.
- Your local newspaper, especially the Sunday edition, will have exam notices, test dates and information.
- You need to make sure that you have current testing date information. You don't want to miss out on an examination where 5-100 firefighters will be hired from a single test.
- Many departments have a recruitment section. We have included a list of 150 major fire departments across the country with addresses and phone numbers. You may contact these departments and have your name placed on their recruitment list to be notified of examination dates.
- If you are new to the examination process, try to locate someone in the department who has recently been hired or someone who has recently taken the examination and ask them for insight. Some questions to ask them are: what testing subjects were included in the written examination, what were the physical agility events, what was involved in the oral interview process and what type of oral questions were asked.
- Be sure to keep a file for each municipality in which you take an examination and be sure to note the test consultant. This will help you know what to expect for future examinations. Many examinations include study guides. If you have a study guide on file for that test consultant, you can begin studying immediately. The application period is often from 30-90 days and study guides aren't released until the final weeks before the examination. If you have a file on a specific test consultant that uses a study guide, you can begin studying immediately – before your competition. Many times a specific test consultant uses the same study guide from one examination to another.
- In preparation for the written examination, visit our web site at [www.fireprep.com](http://www.fireprep.com) and click on Entry-Level Written exam Prep. We have numerous custom-designed examinations for most every test consultant in the country.
- If the department that you are interested in joining has a volunteer program, we strongly suggest that you join this group. This will give you valuable insight into the department and personnel. Most volunteer programs are part of smaller fire departments; no major fire department has a volunteer program.
- If you can, begin your EMT or paramedic training. Emergency Medical Technician is the basic level of medical training that normally requires taking a course at a college or hospital. Paramedic certification is an advanced level of EMT training that requires 6-9 months of training, usually encompassing 800-1,500 hours of classroom and fieldwork. Many departments require you to be certified as an EMT or paramedic in order to take the examination or will give extra points on the examination for certification.
- We suggest that you become a certified firefighter by your state. This training usually takes from 4-6 weeks. Again, many departments require this certification to take the exam or will give extra points.
- Begin a physical agility training program (we have included guidelines). You do not want to be the top scorer on the written test and then fail the physical agility test. Nothing is more disappointing.
- There will be a medical phase to the application process. You should not be engaged in any illegal drug activity or alcohol abuse. If you are a bodybuilder, be sure that any supplements you are taking are legal, because they will show up in a drug test.

- If a resume is required for the application, be sure to know everything that is contained in your resume.
- One of the things applicants often overlook is their driving record. Remember that you are going to be responsible for driving \$250,000 apparatus with 3-4 firefighters on it. If you have a record of speeding or disobeying traffic laws, this could be held against you.
- The psychological examination is another area that is often overlooked. Don McNea Fire School offers a psychological exam preparation on our website at [www.fireprep.com](http://www.fireprep.com).

## **TEST-TAKING STRATEGY FOR READING OR VERBAL COMPREHENSION**

Verbal comprehension measures your ability to read and understand the types of written materials a firefighter might be expected to read on the job. You will be presented with a reading passage and then asked to answer questions about the passage. All the information needed to answer the questions will be included in the passage itself.

In answering the questions based on the reading passage, it is important that you answer the questions only according to the information given in the passage. If you have information from your own experience and knowledge, you should not use it to answer a question of this type. Even if you think that there is a mistake in the reading selection, you must still answer the question on the basis of the information given in the reading passage.

The kinds of Reading Comprehension questions which appear on a civil service exam tend to be somewhat different from the reading comprehension questions on a school related exam. That is because there are different kinds of reading--skimming, reading for general understanding, reading for details, etc. Your exam will be based mostly on reading technical materials, not anything like a novel or essay. Hence, your exam will have more focus on exact grasp of details.

There are certain techniques that will help you do well on reading comprehension questions. Here is a summary of the most important techniques.

Use your pencil. To begin with, use your pencil as a pointer. Using the pencil to guide your eye along a line of text helps you to focus on the details in the reading; it holds your attention to the precise words in the passage. In a long test, attention may weaken. Fatigue may blunt your attention to details. But using your pencil as a pointer will help to preserve your attention to details.

Another benefit of using the pencil as a pointer is that it will probably speed up your reading. The steady flow of the pencil across the page with each line of text draws the eye along at a steady pace. Do not go faster than you can grasp the text but do try to keep your reading going at a steady pace set by the pencil.

Circle key words and phrases. In a Reading Comprehension test you are not reading for just a vague general understanding of the passage. You usually have to read for detailed understanding. There will be individual words which are important for grasping a point exactly. You do not want to write so much on a passage that it is hard to read a second time if you need to go back to check a detail. But you do want to circle key words or phrases which will enable you to zero in on precise points needed to answer a question.

Read short questions carefully the first time. When you are reading a short question for the first time, read it carefully. A short question is one that is only seven or eight lines long. You can retain

all of the main ideas and remember where particular things are mentioned from one careful reading. Hence, you do not want to waste time reading this passage twice.

Besides wasting time, another bad consequence of reading a short question very carelessly the first time is that it may leave you with some false impressions of what you have read. Wrong ideas can get stuck in your head from a careless reading. Then it will be more difficult to get the correct answer.

For long questions, look ahead to see what is being asked. Take a look at the "stem" of the question, the sentence which precedes the answer choices. And look at the kinds of choices which are being offered. Sometimes reading passages are long but the questions are asking only for particular details. In that case you can often skim a long passage to find the particular detail.

Keep forging ahead. Do not get bogged down if there is a word or sentence you do not understand. You may get the main idea without knowing the individual word or sentence. Sometimes you can sense the meaning of the word from the context. Sometimes the word or sentence may not be the basis of any question. If there is some idea you need to answer a question but do not understand, read it one more time. If you still do not understand it, move on. You can come back to this question later if you have more time at the end of the test.

Picture what you read. Try to form a picture in your mind as you read. School books used to teach reading contain many pictures because pictures aid comprehension. When reading material without pictures, it will aid your comprehension if you use your imagination to picture in your mind what you are reading. Read as if you were a professional illustrator who has been hired to do an illustration for the passage.

Ask yourself questions as you read. When you finish reading a sentence, ask yourself what the author was saying. At the end of a whole paragraph, ask yourself what the point of the whole paragraph was. If you ask yourself questions, you will find that you are paraphrasing the passage in your mind. That will help your understanding.

Know where the author stands. Sometimes a passage will contain an evaluation of some ideas or tools or procedures. The author may want to make the point that certain practices or procedures are bad or that certain tools may not be right for a particular job. Be sure you know if the author is accepting or rejecting something.

Another good reading comprehension strategy is to read the questions before starting the passage. This does not mean to read the answer choices at this time. By reading the questions, you will have an idea of what information you will need after reading the passage. This may alert you to certain details, ideas and specific areas in the paragraph where the questions are being drawn from.

## **TEST-TAKING STRATEGY FOR SPATIAL ORIENTATION AND MAPS**

Spatial Orientation questions measure your ability to keep a clear idea of where you are in relation to the space in which you happen to be. You will be given diagrams and asked to answer questions regarding that defined space. The diagrams or maps used for Spatial Orientation questions are somewhat similar to materials used for Memorization or Visualization questions. But the Spatial Orientation materials tend to be more complex, and the questions tend to emphasize either where you are in a diagram or how to go from one spot to another on the diagram or map.

Spatial Orientation questions may be based on diagrams on buildings, outdoor areas, or any other "space" in which you might happen to be as a firefighter. These are not timed questions. You will probably be allowed to use your pencil to write on the diagrams or maps as a way of testing your answer choices, since these are not Memorization questions. (If you are forbidden to write on the question paper, you can still use the eraser end of your pencil or your finger to trace things on the question paper, or use scrap paper, if provided.)

When using your pencil to write on a diagram or map, be sure to write lightly. Erase any of your jottings which do not work out or are no longer needed. If there are several questions based on the same diagram or map and you have made pencil markings for them, the diagram can get quite confusing as a result of your markings. Hence, you should erase your markings as soon as you are done with them, if there is another question to be answered on the basis of the same diagram.

Many diagrams or maps use symbols. Look at the whole page to see if there is a key to symbols. For instance, a note at the top or bottom of a diagram might indicate that a tiny circle represents a fire hydrant; a circle with a letter in it might represent the location of a firefighter in the diagram. An arrow may indicate what direction something is moving in. A dotted line may indicate movement of something or someone from one position to another position in the diagram or map. Be sure to look for a key to symbols. An important feature of many diagrams and maps is the direction of north, east, south and west. Look for a symbol to indicate directions.

Often questions are based on phrases like "to your left" or "to your right" or "to the left of the rear entrance." The test maker often approaches a diagram or map from the side or from the top, so that "left" and "right" do not correspond to where you are sitting in relation to the diagram. Just turn the test paper sideways or upside down when figuring out the answers to such questions. Turn the diagram or map so that "left" or "right" on the map is the same direction as your left or right hand.

## **TEST-TAKING STRATEGY FOR DEDUCTIVE REASONING**

Deductive reasoning measures your ability to apply general rules or regulations to specific situations. You will be presented with general Fire Department rules and regulations and then asked to apply them to specific situations.

Deductive Reasoning is the opposite of Inductive Reasoning. Deductive reasoning starts with a general statement. In Deductive Reasoning you go from the general statement to a particular fact or conclusion.

The Deductive Reasoning questions on the firefighter exam will not be such a rigid exercise in logic. They will deal with situations more complex than the neat world of geometry. But the Deductive Reasoning questions will follow the basic pattern of going from general statements to conclusions. In the "fact pattern" or "stem" of the question, you will find the general statement. It will be some kind

of rule. The answer choices will be specific actions. One of them should be a valid example of how that rule would be applied in a concrete situation. For instance, the question could state a general rule that fire trucks should not be positioned so close to a fire that they could be damaged by flying debris or heat from the fire. The question might then give a description of a fire and tell you what direction the wind is blowing towards. Then the question may ask you what side of the fire the truck should be farthest from. In evaluating the individual answer choices, you should be asking yourself, "Is this an accurate example of the general statement?"

When answering questions like these, pay attention to any limits or exceptions to the rule. The rule may be in effect only at certain times or under certain circumstances. For instance, a rule might apply only when there are several fire trucks at a fire scene. Or a rule might apply only at night, not in the daytime. And watch out for exceptions. A rule might apply to most firefighters but not to those assigned to certain duties, e.g., all firefighters might be required to wear a uniform, but fire marshals might be an exception. A rule might apply all the time but still with exceptions, e.g., a rule might forbid using the fire truck to go out to purchase food for the meal in the firehouse but it might be allowed to stop for food on the way back to the firehouse from other duties. So, you need to be asking yourself:

1. Are there are limits to when the rule applies?
2. Are there any limits to who is covered by the rule?
3. Are there any authorized exceptions to the rule?

If there are limits or exceptions to rule, you may find them highlighted by certain words in the question. The usual key words to denote exceptions to rules are: except, unless, and if or when... Circle or underline these key words when you are reading rules.

Apart from authorized exceptions stated in the question itself, do not make exceptions. Your task is to apply the rule, not to question it or excuse anybody from following it. In picking answer choices, apply rules rigidly.

As far as the firefighter exam is concerned, Deductive Reasoning is somewhat similar to Information Ordering. But Information Ordering has more to do with following, in proper order, step by step procedures. Deductive Reasoning is more the ability to recognize a correct concrete example of a general rule.

Additional Strategies:

1. Pay attention to steps which may be taken in definite order.
  2. Pay attention to when the rule or procedure is enforced.
- Pay particular attention to any exceptions.

## TEST-TAKING STRATEGY FOR INDUCTIVE REASONING

There are many different kinds of reasoning. Some reasoning is by simple association. If you see very dark clouds coming your way, accompanied by lightning and thunder, you will probably conclude that it is going to rain, even if you do not understand the scientific explanation for rain. By experience you have learned to associate such dark clouds with rain. By experience a fire marshal may associate a fire in the ceiling of a vacant top floor apartment of a tenement house with arson. This kind of reasoning by association requires some knowledge or experience.

Another kind of reasoning is by comparison. Much of the "legal reasoning" done by a lawyer consists of comparing a case with other cases which have already been decided by the courts. When a firefighter is able to predict that a building will collapse during a fire, it is often by comparison to other fire scenes in which buildings have collapsed; it may not be possible to do a scientific evaluation of the situation at the moment.

Your firefighter exam will include three kinds of mental abilities related to reasoning. These are three kinds of reasoning which do not depend heavily on prior knowledge or experience. They are: inductive reasoning, deductive reasoning, and problem solving.

Inductive Reasoning measures your ability to determine a rule or concept which fits specific situations. You will be given specific situations and then asked to determine the general concept which links or explains the situations.

Inductive reasoning is reasoning which goes from particular facts to a general conclusion. It starts with a number of particular facts. For example, a question may begin with some facts about fires and try to draw general conclusions.

For Inductive Reasoning questions, the answer choices are the general statements. You must test them one by one against the particular facts provided in the question. The facts may be statements. Or the facts may be data from a table. If you need to do some counting, you should write tallies or little notes. If you fail to take notes, you may end up with a few possible answers and not remember all the details; then you will have to start counting again! It will save you time in the long run to take notes the first time you evaluate an answer choice.

A problem with inductive reasoning is knowing how many particular facts are needed to support a general statement. It would not be inductive reasoning to jump from a single particular fact to a general statement. At least a few particular facts are necessary before a general statement can be made. For instance, in reality no one would make a statement about when certain kinds of alarms occur on the basis of data from only one night's alarms. However, there are practical limits to how much data can be put into a test question. You should pick the answer which is supported best by the limited data in the question itself.

Inductive Reasoning questions can take a lot of time. If you have several questions on the same set of data, it may be worthwhile to work out the answers immediately. But if there are a lot of data and there is only one question based on the data, you may want to skip this kind of question and come back to it at the end. Do not get bogged down when there are still lots of other questions to answer.

## TEST-TAKING STRATEGY FOR JUDGMENT, HUMAN RELATIONS AND PROBLEM SOLVING

Problem Solving measures your ability to recognize or identify the existence of problems. You will not be tested on the ability to solve the problem, only the ability to identify or recognize it.

For the purposes of the firefighter exam, Problem Solving questions are somewhat similar to Deductive Reasoning questions. The Deductive Reasoning questions start with a rule. The Problem Sensitivity questions tend to start with a description of some general practice among firefighters. Then the question asks you what might be the best reason for that common practice. For example, a question might start by telling you that firefighters wear helmets made out of hard leather, not metal or plastics. The answer choices might give various possible reasons for this, e.g., it is lighter, it is less costly, it is less likely to get hot or melt. You must pick the answer which gives the best reason for the practice.

Problem Solving questions will be easier to answer if you keep in mind the main goals of firefighting. You probably realize that most fire departments officially state that their purpose is to "protect life and property." Sometimes "life" is more fully stated as "life and limb." The idea behind protecting "life and limb" is to keep people from being killed and, furthermore, to keep them from being seriously injured.

Protecting life and limb is more important than protecting property, and so is stated first. The purpose of a fire department is to protect "life and property." In other words, the safety of people is more important than protecting property.

A fire department is also expected to operate efficiently. Being efficient is important in any kind of work, but is less important than protecting life and property. Hence, if we list the goals of a fire department in the order of their importance, the list would be:

1. Safety
2. Protecting property
3. Efficiency

As the list of goals suggests, the best reason for anything is Safety. If safety is a real issue in the "fact pattern" of the question, then safety is the best reason to justify any practice.

But sometimes there is no real issue of safety. No one is seriously endangered at the moment. In that case, the best reason for any practice is the fact that it is necessary in order to protect property. However, "property" includes fire department property--firehouse, fire engine, tools, etc. Property can be sacrificed when safety is at stake. But if there is no real threat to safety, one must protect property.

If there is no real question of safety and no real threat to property in the situation, then the best reason for doing something is that it is efficient. If several answer choices are based on efficiency, you will be judging which answer choice would really be more efficient.

Any answer which suggests that something should be done because it will bring praise or benefit to the firefighter is not likely to be a correct answer to a test question. Financial benefits to other people are not usually good enough reasons either. Likewise, an answer choice which tries to justify something only on the grounds that it will make the fire department "look good," is not likely to be a

correct answer. Being good will always be a better reason than looking good. And financial benefits to anybody are not usually good enough reasons for fire department practices.

Remember that reasons must be realistic. To justify a practice on the basis of safety, there must be something in the question situation to support the idea that safety is at stake. Similarly, a proposed answer based on efficiency should really have the appearance of being possible and efficient. Forest fires can be brought under control to some extent by dropping chemicals on them from planes, but it would not be practical to try chemical bombing of a burning house.

It is especially difficult to choose between some of the answer choices with these questions about the best reasons for doing things. Problem Solving deals with more ambiguous problems than other kinds of questions. But there is an old test taking strategy that may help you here. You should remember that, in a sense, it is ultimately the Mayor or the Fire Chief who is testing you for the firefighter job. When faced with difficult choices on a question of this type, imagine that the question is being asked personally by the Mayor or Fire Chief. Choose the answer you would give to the Mayor or Chief in face to face questioning.

# SECTION III.

## ORAL INTERVIEW STRATEGIES

This section of your Hiring Guide Notebook concentrates on Oral Interview Strategies. You should first begin by reading the Personality Characteristics of a Successful Firefighter and the Job Analysis Results, which indicates what duties are required of a firefighter. This will put you in the mindset of what fire departments are looking for in their applicants. In addition, we have included Oral Preparation Strategies, Top Scoring Behaviors to Maximize Your Oral Board Score, Ways to Strike Out on an Oral Board Interview, and Oral Rater's Dimension Guidelines which are used for grading the process.

By reading this important information, you will know what is expected of you and you can emphasize your training to achieve the results you want.

We strongly suggest that you put to use your cellphone or a tape recorder to practice and rehearse – you need to practice your material over and over again so that it is second nature to you by the time of your oral interview. When listening to yourself on your cellphone or tape recorder, you may be quite surprised to hear how you actually sound! Pay attention to the inflection and tone of your voice. Practicing helps to eliminate 80 percent of the butterflies that occur to many applicants. The other 20 percent are necessary – they give you the heightened adrenaline that will help you.

## **PERSONALITY CHARACTERISTICS OF A SUCCESSFUL FIREFIGHTER**

- maintain effective working relationships with superiors and subordinates
- get along with others
- stay calm; handle stress
- use common sense
- listen to others
- be flexible
- be self-motivated
- be decisive
- counsel, support and be empathic toward others
- work under stressful conditions
- maintain emotional control
- do repetitive tasks
- work with little or no supervision
- take charge when needed
- determine priorities
- have a good sense of humor
- accept constructive criticism from others
- be resourceful
- handle critical decision-making under life-threatening conditions
- perform complex tasks under life-threatening conditions
- work under tight time frames
- deal with critically injured/ill people
- perform tasks requiring long periods of intense concentration
- perform under unpleasant circumstances or in traumatic situations
- work as a team member
- maintain a positive attitude
- enthusiasm

- honesty
- initiative
- innovativeness
- judgment and common sense
- stability
- willingness to be patient, non-judgmental and accepting of other people
- desire to serve and help people regardless of who they are, where they are and what their beliefs are
- demonstrate a genuine caring attitude toward all people
- must have an awareness and understanding of differences between different cultures
- have an optimistic attitude and believe that the best outcome will occur in emergency situations
- driven by strong values and ethics along with an awareness to act upon those values and ethics
- willing to put the best interests of the organization above personal interests or differences
- be able to function as a member of a team

# **JOB ANALYSIS RESULTS FOR KNOWLEDGE, SKILLS AND ABILITIES**

- ability to follow oral directions
- ability to follow written directions
- ability to verbally communicate
- ability to remain calm in stressful situations
- ability to use good judgment
- ability to be flexible/adaptable
- ability to make decisions quickly
- ability to use good judgment under pressure
- ability to solve problems quickly
- ability to work effectively under time pressure
- ability to express thoughts orally in a clear, understandable manner
- ability to extract important information during oral communication (listening ability)
- ability to speak clearly and audibly
- ability to work with others as a team
- ability to treat all persons with dignity and respect
- ability to work effectively under dangerous and stressful conditions
- ability to complete work assignments on time
- ability to learn quickly
- ability to accept criticism
- willingness to continue learning new things
- adaptability
- stamina
- thoroughness
- integrity
- self-confidence
- energetic and fast moving
- good organization
- dependability (being on time or being there when needed)
- motivation for all aspects of the job

## ORAL PREPARATION STRATEGIES

- Applicants should take advantage of the use of video camera, tape recorder, and mirror in preparing themselves for the interview. When practicing in front of the mirror and on videotape, take a good look at what you really look like. When reviewing your tape, use it as an opportunity to critique yourself and improve your appearance and responses. Practice daily with a tape recorder to understand your volume of speech, rate of speech, pronunciation, and word usage and make improvements in these areas. Remember that the more practicing and rehearsing you do, the better your score will be. Everybody walks into an oral interview with a feeling of anxiety and stage fright – this is only natural. By practicing with a video camera, tape recorder and in front of a mirror, you will be able to remove 80-85% of that anxiety. The remaining anxiety you will need as an adrenaline flow to keep you at peak performance.
- If possible, visit the location of the interview beforehand. By driving to the location, you will document the amount of time it will take you to get there on the day of the interview, allowing for traffic and the day of the week. For example, weekday traffic will be much more congested than weekend traffic. Locate where you will be parking and time the entire trip – from the time you leave your house until you arrive at the door of the interview location. If you are able to, try and get a look at the area the interview will be conducted. This way, you can visualize yourself in the interview room receiving a top score.
- On the day of the interview, make sure you give yourself ample time to allow yourself to be relaxed and not be rushed.
- Appearance – dress professionally. This will be the first impression the oral board gets of you. Appearance counts heavily in an oral interview even if the interviewers are told not to rate it. How you look and present yourself will significantly affect your ratings. Wear a suit or sport coat if you are a male (a tie is recommended) and similar professional dress if you are a female. Male applicants should not wear earrings and females should wear conservative earrings. Avoid anything that could be considered flamboyant or gaudy. Men's facial hair should be neat with an appropriate-style haircut.
- Remember that your behavior has an effect on the interviewers from the moment they come into contact with you whether they are supposed to be rating it or not. You should demonstrate a confidence presence from the time you enter the room until the time the interview is complete. You should be natural, keeping a confident attitude – but not arrogant or cocky. Enthusiasm and confidence are what separate a highly scored oral interview from a low scoring one. However, remember that there is a fine line between confidence and arrogance. No one on the oral board likes a candidate who appears arrogant. Candidates that are confident are the ones that score in the high percentiles.

## TOP PERFORMING BEHAVIORS TO MAXIMIZE YOUR ORAL BOARD SCORE

- Have good posture when sitting or standing in front of the board. Do not sit in a relaxed, lounging manner or appear to be nervous or fidgety. A careless posture may lead the board to conclude that you are careless in other things, or at least that you are not impressed by the importance of the interview.
- When presenting your answers to the board, present them in a courteous, friendly manner – as if you were talking to a close friend. Give the oral board members the respect they are due. Don't forget that the impression you are making on them will be the impression that they have when scoring you.
- Be pleasant and smile occasionally but do it in a natural way – don't overdo it. The oral board assessors can see through this plastic impression that you are trying to make of yourself and it will appear to them that you are trying to present yourself in a phony manner.
- Always maintain a positive attitude during the entire oral board process. It is important that you be courteous, alert, and display a self-confident manner at all times.
- Maintain eye contact with the interviewers/camera. The oral board assessors will be watching for this and you should make them feel as if you are speaking to each of them directly. You may gesture with your hands and smile, but make sure you look natural when doing it.
- Active listening – Be sure you understand the question they are asking. During the interview, your adrenaline will be at a high level and you may not comprehend the question being asked of you. If you are not sure of the question, ask the rater to repeat the question. Do not be afraid to do this. The oral raters will not score you negatively for asking to have the question repeated; however, if you ask for every question to be repeated, you will be scored negatively.
- When answering questions, give all your attention to the oral board members. Wait until the question is completely asked. Never cut off an oral rater in the middle of asking a question. This shows an immense amount of disrespect for the rater and will be reflected in your score. Develop the habit of allowing a slight pause between the question and your answer to alleviate this mistake.
- Begin your answer to the question in a timely manner. Too long of a pause at any time will be considered “indecisive” to the raters, but do not begin speaking just to avoid a pause.
- Answer questions promptly, but do not be too hasty. If you know the answer to a direct question, answer it immediately. If the question that is presented to you takes some thought to put your answer together, take a moment and consider all your options and alternatives before answering. Remember that you can never retract a statement once it has been made to the oral board.

- Practice responding to questions and timing your responses. Determine the length of time you have for each response and attempt to use the time wisely. Remember that your performance score will depend on the number of “positive” behaviors (things you say and do) which you display during your allotted time. If you do not say it, you will not receive credit for it. By no means should you merely talk to fill the time, but most participants significantly overestimate the amount of time that their responses take. Practice, practice, practice.
- Speak audibly enough to be understood, but don’t talk so loud that it is offensive, which will give the appearance of being overbearing and inflexible. Your voice should be calm, but your words should reflect confidence. Many applicants speak too quickly due to nervousness and anxiety. Enunciate clearly and use vocabulary that is suited to the question. Avoid using words that you do not normally use just to try to impress the interviewers and/or assessors. Use firefighting terminology only when it is appropriate to the question asked.
- Don’t ramble on with your answers. Keep it simple. Your time is at a premium in front of the oral board. When you have given sufficient information to answer the question, stop.
- During an oral interview, raters are trying to find out what qualities you possess that best represent their vision of a good firefighter. Don’t spend all your time talking which, in turn, gives the raters little opportunity to ask you any follow-up questions about yourself. Answer the questions promptly and then stop talking.
- Do not dwell on a “poor” answer that you have given or on a mistake or omission that you think you have made. Your performance score will not hinge on any single behavior. Forget it and concentrate only on the next question and your next response. You cannot erase the tape, so do not let it affect the remainder of your interview. And don’t let the comments of others that have participated in the interview influence your strategy.
- The assessors’ taking notes or grading you should not distract you as you speak. Since you do not know if they are recording a positive or negative behavior, you should ignore it! Focus instead on their faces even if they are all busy writing. They will eventually stop and make eye contact again.
- Use real-life examples of your past successes to may help you illustrate your points to the oral board.
- The assessors expect you to take the interview seriously, but do not be afraid to use some humor if it is appropriate. In general, though, try to appear relaxed by smiling during the lighter moments of your responses and by gesturing with your hands in a non-exaggerated manner.

- Examples of areas of questioning would be:
  - Morals and ethics
  - Drug and alcohol use
  - Honesty and integrity
  - Stealing
  - Your views and ability to get along with the opposite sex
  - Your ability to get along with different ethnic groups
  
- Extra Tips:
  - Remember that the interview is a sales interview. You are the salesperson and the product; the oral board is the client.
  - Don't be intimidated by board members. During a stress board, questions will be thrown at you fast and furious. Don't let this technique alarm or disturb you. Answer each question separately. It may be possible that Board Member B will shoot a question at you while you are answering a question from Board Member A. You may hear the second question, or you may not. If you do hear it, wait until you have finished your response to A's question, then turn to B, repeat his question, and answer it. If you do not hear the question, apologize to B for not hearing it, and ask if he would mind repeating it.
  - Don't ever become negative. You should maintain a positive attitude during the entire process.
  - Make every effort to turn a negative situation into a positive one.
  - If you don't know the answer to a question, there is nothing wrong with saying, "I don't know." It is much better to say this than try to bluff your way through a situation.
  - Problem Solving Questions:
    - Get all the facts concerning the situation.
    - Consider your alternatives.
    - Consider the probable result on other participants in the situation for each alternative.
    - Select an alternative that you believe is the best and will result in the greatest outcome of the situation.
    - Proceed with your chosen alternative.
  - When presenting alternatives to the board, phrase it as follows: "Here is what I would do and this is why I would do it this way."
  - Don't try to put forth "canned" answers that you assume the board wants to hear. Board members can spot this mannerism and will downgrade you for it.
  - Know your experience and capabilities. Don't try to exaggerate and tell the board that you are more experienced than you really are.
  - Use proper grammar without using slang mannerisms or other unprofessional language.

# WAYS TO STRIKE OUT ON AN ORAL BOARD INTERVIEW

1. Poor personal appearance.
2. Lack of interest and enthusiasm, appear lazy.
3. Passiveness or indifference.
4. Overemphasis on wages.
5. Condemnation of past employers.
6. Failure to look at board members during interview.
7. Limp, fishy handshake.
8. Overbearing, overaggressive, conceited with superiority or “know-it-all” attitude.
9. Inability to express self clearly: poor voice, diction and/or grammar.
10. Lack of confidence and pose: nervous, ill at ease.
11. Make excuses: evasive, hedges on unfavorable factors in work records, etc.
12. Lack of tact, courtesy; ill-mannered.
13. Lack of maturity and/or vitality.
14. Indecision.
15. Sloppy application.
16. Merely “shopping” for the position.
17. Want position for only a short time.
18. Lack of interest in jurisdiction.
19. Domination of interview, high pressure type.
20. Low moral standards.
21. Intolerant, strong prejudices.
22. Narrow interest.
23. Inability to listen and/or take criticism.

# ORAL RATER'S DIMENSION GUIDELINES

## **Communication Abilities:**

Communication abilities generally involve the ability to communicate ideas and information to others.

The ability to communicate is obviously extremely important to almost any type of job. Communication occurs either orally or in writing, and in most cases, both forms of communication are required. Thus, most assessment centers measure oral and written communication abilities in a variety of circumstances.

Communication is directed to both groups and individuals. In organizations, most work is completed by small groups, so oral communication in small group settings is of critical importance.

There are three types of communication abilities commonly encountered:

- Comprehension Ability
- Oral Communication Ability
- Oral Presentation Ability

## **Comprehension Ability (Listening Ability):**

Ability to understand written and oral information, to understand the view points of others, and to be willing to listen to others.

Listening Ability is an important firefighter ability that has two aspects. If a firefighter does not give others the "message" that he/she is interested in what they are saying, then they will stop meaningful communication. If he/she is incapable of comprehending oral messages, a major information source is impaired and his/her effectiveness and efficiency will suffer.

In many positions, the ability to comprehend a variety of information is especially critical. Firefighters are constantly being provided a myriad of different information that they must fully understand, often with little opportunity to study the material or to gain a specific background. To this end, comprehension ability is important.

### **Elements contained in Comprehension Ability are:**

- Pick out important information
- Understand written material, graphs, charts, or other written data
- Understand oral communications
- Create an atmosphere that encourages communications
- Understand complex data

## **Oral Communication Ability:**

Ability to orally communicate accurately and clearly information which is concise and effectively conveys ideas through thoughts and information with the use of nonverbal gestures; the applicant is also easily understood.

### **Oral Raters Dimension Elements:**

- Does the candidate convey ideas accurately?
- Are the ideas organized and of sufficient detail? /Does the candidate tend to ramble in an unorganized fashion or insert irrelevant information or details?
- Are the candidate's responses to the questions complete and to the point? Is it necessary to repeatedly ask the candidate to elaborate on his/her responses?
- Does the candidate speak in a loud, clear voice in which the pronunciation of words is clear and distinct?
- Is the candidate's rate of speech appropriate – too fast or too slow? Does the candidate's rate of speech interfere with comprehension of what is being said (e.g., too fast or too slow)? If rate of speech is a problem, does the candidate make appropriate adjustments when requested?
- Does the candidate's word usage and speaking vocabulary coincide with what is reasonably required in the performance of the job in question?
- Is the candidate attentive? Does he/she properly interpret and/or respond to the questions?
- Did the candidate convey ideas briefly but in a concise manner where information was organized and of sufficient detail?
- Did the candidate mumble or place his hands in front of his mouth when speaking?
- Did the candidate have any distracting habits or body language – words like "um" spoken too often?

### **In rating behavior, consider the following:**

- How well could he be understood; did he speak loud enough for you to hear him clearly?
- Did he have any distracting habits as he spoke (e.g., frequent use of "uh," body language that was distracting, etc.)?
- Did he convey ideas briefly, clearly and concisely?

### **Examples of high behaviors are:**

- Speaks in a loud, clear voice.
- Easily understood by the assessor sitting 15 feet away.
- No observable or noticeable grammatical errors.

## **Oral Presentation Ability:**

Ability in a formal setting to orally communicate accurately and clearly information, ideas, conditions, and needs to others given time for preparation (includes nonverbal gestures and use of aids where appropriate).

Oral Presentation Ability is similar to Oral Communication Ability. The main difference is that while Oral Communication Ability is extemporaneous, Oral Presentation Ability is measured when there is time for preparation and in a formal setting, such as in giving a speech or in teaching a class. Because there is time for preparation, the individual is expected to be more effective than when he is being evaluated for Oral Communication Ability.

Many positions require some form of public speaking or of making formal oral presentations, even if such presentations are only made internal. Those positions requiring some degree of formal oral presentations will have this dimension measured in the assessment center.

### **Elements contained in Oral Presentation Ability are:**

- Express oneself effectively
- Express oneself in group situations
- Express oneself in an organized manner
- Convey ideas accurately
- Convey ideas clearly
- Convey ideas concisely
- Persuade or influence others through oral communication

### **In rating behavior, consider the following:**

- How well could he be understood; did he speak loud enough for you to hear him clearly?
- Did he mumble; place his hands in front of his mouth as he spoke?
- Did he have any distracting habits as he spoke (e.g., frequent use of "uh", body language that was distracting, etc.)?
- Did he convey ideas briefly, clearly and concisely?
- Could he be understood: enunciation; pronunciation; extent to which other participants asked for clarification or to repeat statements; loudness or voice (ability to be heard)?
- Did he have an introduction, an opening, and a closing section to his presentation?

# EVALUATION SCALE USED BY ASSESSORS TO RATE FIREFIGHTER APPLICANTS

## Excellent (5):

- Applicant's responses are extremely organized, logical and with complete thought in a clear flow.
- Topics are discussed thoroughly and concisely.
- Applicant presents himself in a formal presentation with correct volume and rate of speech with clear pronunciation and word usage.
- Applicant always considers the factors and alternatives that are present. Applicant understands the situation at hand.
- Applicant is extremely calm and confident in their responses.
- Applicant is extremely courteous and tactful but maintains a firm attitude when necessary during emergency situations.
- Applicant shows compassion to varying situations and people they encounter and is highly flexible at adapting to the appropriate situation.
- Applicant presents themselves in a group situation with politeness and professionalism.
- Applicant shows traits to remain calm and follow instructions under emergency situations.
- Applicant shows the character traits of being able to work in a team, but has empathy for others and their attitudes.
- Applicant follows orders and instructions, is open to others' views, is adaptable. When an immediate decision must be made, applicant is logical in his/her thinking and does not sway from courses of actions when the solutions have been thought out thoroughly.
- Applicant is motivated to be a firefighter.
- Has taken specific steps to enhance their resume, such as paramedic classes, fire college courses.
- Applicant is a self-starter and needs little encouragement in the required duties.
- Applicant understands the importance of teamwork in the fire service and will give whatever is necessary to benefit the team.
- Applicant analyzes decisions under pressure, identifies alternatives, and makes immediate and appropriate decisions without directions from immediate commanders.
- Applicant assumes responsibility and control in emergency situations that require immediate action.

- Applicant displays competence in handling situations in which uncooperative people confront him.

### Average (3):

- Applicant is able to communicate at an acceptable level.
- Applicant's responses occasionally require clarification.
- Applicant appears to be lacking in conciseness in answering the examiner's questions.
- Vocabulary skills include grammatical errors.
- Applicant is fairly organized.
- At times, applicant fails to recognize the consequences of his/her actions.
- The applicant is polite and courteous at an acceptable level.
- Applicant's interpersonal skills are at an acceptable level.
- Applicant at times becomes flustered when a difficult situation or question is posed to them.
- Applicant appears to be able to avoid conflict but at times does not show character traits to speak out when silence or agreement seems more appropriate to the situation.
- Applicant has an acceptable level of teamwork and realizes its role in the fire service.
- Applicant has some difficulty dealing with pressure and stress situations. May at times avoid situations in which important decisions have to be made.
- Applicant seems to be adaptable to position of firefighter, but at times may need an extra push to bring out his/her full potential.
- Applicant will complete required reading and studying required by the department but does not go above and beyond.
- Applicant will accept orders and commands given by supervisors; may at times question them or question the need for discipline.
- Applicant displays limited knowledge in handling uncooperative people in emergency situations.

## Unacceptable (1):

- Applicant appears inattentive to questions.
- Volume and rate of speech is extremely low, with responses difficult to hear.
- Applicant's vocabulary skills and pronunciation are very limited.
- Answers are not concise and appear very disorganized.
- Applicant appears to be extremely nervous with a high level of anxiety.
- Applicant's responses are many times confused, disorderly, and possibly unrealistic.
- Applicant is often unable to arrive at once specific answer.
- Applicant lacks interpersonal skills that are needed in professional firefighting.
- Applicant is not attentive and appears extremely nervous when asked questions.
- Applicant does not appear to fully understand all the information and factors included in the situation.
- Applicant does not appear to be a self-confident, positive individual in making decisions.
- Applicant does not pick out important information as asked in the question and lacks an understanding when complex questions are posed.
- Applicant is defensive in nature and may be prone to initiate conflict with others due to an inability to accept others as they are.
- Applicant does not accept commands and orders by supervisors.
- Requires constant and personal attention in order to complete a job.
- Applicant does not logically think through a problem.
- Applicant does not know much about the fire service.
- Lacks the personal characteristics needed to perform the job and work with others in the community.
- Applicant is not interested in proving themselves and is satisfied with their current status quo position.
- Applicant does not appear willing to accept commands and orders, is combative, and does not understand the concept of teamwork in the fire service.
- Requires constant supervision and does not logically analyze situations to arrive at appropriate decisions.
- Applicant does not exhibit experience and knowledge in handling uncooperative people in emergency situations.

1. What personal attributes do you possess, and how would they contribute to the operations of a fire department?

#### HIGH SCORING RESPONSES:

- I consider myself very hard working. I am very focused, but most of all I adapt to different situations very quickly and do not get overwhelmed in new environments.
- Through my whole life, I have tended to be a problem solver. I am very innovative and have a varied background of experiences from which to draw.
- I am loyal, dependable and very honest. I love being around people and work well with people from different backgrounds. I stay mentally and physically strong to cope with situations that confront me.
- I am very hardworking, honest, trustworthy, and never give up. I am very motivated in everything that I do. I set goals for myself and put all my efforts into accomplishing those goals.
- I have good leadership skills. I have a strong work ethic. I am dependable. I possess mechanical abilities and a willingness to learn. I live by the saying "always do what's right, no matter what."
- I am an honest and trustworthy individual who possesses an open mind, sound work ethic, ability to obey orders, and one who enjoys and excels in a teamwork-oriented environment. I believe that these characteristics are vital and essential for a successful firefighter.
- I am hard working, I never quit, and I have learned that there is always room for improvement in myself. I am very honest, trustworthy and loyal and keep myself both mentally and physically strong.
- I have very good teamwork skills and am very apt at following orders. I also perform well under pressure, which is a necessity for a successful firefighter. I am loyal, hardworking, honest and dependable. I know that I will be an asset to your department.

#### TRAITS OF A SUCCESSFUL FIREFIGHTER:

- |   |  |
|---|--|
| • honesty   | • good sense of humor                      |
| • hardworking                                       | • solid work ethic                         |
| • trustworthy                                       | • open-minded                              |
| • self-motivated                                    | • good communication and leadership skills |
| • work best when working with others as a group     | • disciplined                              |
| • flexible  | • good mechanical abilities                |
| • work under time critical and stressful conditions | • willingness to learn                     |
| • common sense                                      | • patience and understanding               |
| • enthusiasm  | • compassion and empathy                   |
|   | • tenacity                                 |

2. What makes you think that you are more capable of handling this job than your competitors?

#### HIGH SCORING RESPONSES:

- I am exceptionally qualified for several reasons. For example, I have a great work ethic, I get along well with others and work well in a team and group environment.
- I have a lot of human compassion and feel that I have a calling in life to help other people.
- I have the motivation to work harder to get the job done.

- I not only work hard but have the mental capabilities and forethought to be able to think quickly on my feet and arrive at judgments in a calm, orderly fashion.
- I perform best under pressure, both mentally and physically, and am prepared to do an exceptional job.
- I believe I am more capable of handling the job than my competitors because I possess a sincere and devout compassion to help others and to give something back to the community in which I grew up.
- I work well in stressful situations and, above all, am a team player. I realize the fire department is a team effort, not an individual effort, and I work well in this environment.
- I possess the personal integrity, honesty and hard work that are needed to be a successful firefighter.
- My adaptability and ability to work problems out without getting overwhelmed.
- My goal in life is to be a firefighter and will devote everything I do to become the best firefighter I can. Many people get stuck at doing things or sit and wait. I understand that you must be able to change to fit the environment you are in and that's why my intelligence and adaptability give me an edge over my competition.
- My experience with working with people under pressure. I know my role in helping the team environment to get the job done. I am experienced in working with people with various backgrounds and I know how to get along with them.

3. Why do you feel that hiring you would improve our department?

#### HIGH SCORING RESPONSES:

- I would improve the department because I take pride in my work and try to give 100% in everything I do. I possess the sincere and devout desire to have a career in saving lives and helping others. This is a passion I have had my entire life. I am willing to put my life on the line for the community. I would bring a solid and passionate work ethic to your department. I would be honored to be part of your department.
- I realize that by your hiring me, I am a reflection of the department and the community. I believe that the department stands for is hard work, integrity, honesty and, above all, caring for one another. I possess these attributes. I will continue throughout my career to maintain that department integrity and will become an asset to the community.
- I bring a lot of enthusiasm and a strong work ethic. I am very dependable, flexible and highly motivated. I will improve your department because I will work very hard day in and day out. I am very consistent in my work, have excellent teamwork abilities, and will help improve others around me. I have both the mental and physical skills to perform the best job possible. I am passionate in what I do; in fact, I make sure that I do the best in every situation.
- I get along well with others and maintain a comfortable work and living environment. I work hard and learn quickly, and am organized and efficient at whatever job I take on. I am willing to do anything from the most mundane to the most challenging tasks presented to me.
- I would improve your department because I take pride in my work and strive to give 100% in everything I do. I possess a sincere and developed desire to have a career in rescuing others, saving property, and am willing to put my life on the line for the community. I have a solid and passionate work ethic and, furthermore, would be honored to be part of your department.
- I would always do my best, whether I am sweeping floors or fighting fires. I feel my greatest success as a motivator - by building people up, not tearing them down. I have always held myself to a high standard, regardless of the situation.

- I am hard working, enjoy working with people, and when I start a job, I see it through to completion. I have the drive and determination to do the best job possible, and I will be a positive asset to your department.
- I would improve your department because I understand that there are many factors in being a good firefighter. I would be the best firefighter possible by listening, learning and adapting to every situation. I would improve your department by focusing all my energy into being the best I can be. I have excellent interpersonal skills that I can use within the department and with the public. I would always maintain my professionalism and be an excellent ambassador for the department.

4. What are the attributes of a firefighter? What is the most important to you?

HIGH SCORING RESPONSES:

- A firefighter must be dedicated, loyal, hardworking, and sensitive to the needs of the community they serve. I realize that I must put my life on the line for someone that I have never met and I am willing to do that. I believe the most important attribute of a firefighter is loyalty. Loyalty encompasses honesty, integrity, and trustworthiness – all the essential qualities of a successful firefighter.
- A firefighter must be a hard worker, loyal, have a sense of humor, and be willing to deal with many types of people in a courteous, professional manner. He/she must be able to adapt to changing situations, have focus, and be emotionally stable. He/she must be able to accept criticism and learn from it. To me, the most important attributes of a firefighter are intelligence and common sense needed to make calm, rational decisions.
- A sense of personal dedication, genuine desire to help people, and a willingness to continue training and learn new skills. Must be able to calmly evaluate a problem and bring it to successful conclusion. The most important to me is to be able to communicate effectively with the community in which you serve.
- Firefighters are people who are very caring and giving. They can work with a group of diverse people and backgrounds, are open minded, hardworking, and compassionate about their work. I feel the most important attribute a firefighter can possess is the caring and giving of himself to others.
- Works good under stress, can think on his/her feet in crucial pressure situations, and most importantly is a role model for the community. Firefighters must show the residents of a community that he/she can do the job they are trained to and are willing to risk their lives to save others.
- Self-motivated, sense of humor, common sense, honesty, decisiveness, ability to work as a team member, be resourceful in their duties. The most important of these attributes is to remain calm during the common, stressful situations while working as a team.
- Someone who remains calm and under control in stressful conditions, can take charge when needed, is very empathetic to others' needs, which I believe is the most important attribute a firefighter can possess.
- Serving your community and helping people to the best of your ability.
- Firefighters are honest and respectable and well as respecting the rights and views of others, are hardworking, have great team working skills, are quick thinkers, knowledgeable about safety for others, empathetic, good role models. They don't just enjoy their work – they love what they do. They are great in dealing with people under pressure. Most importantly, they work as hard as they can to be the best they can be.
- They are strong willed, honest, hardworking, and trustworthy. They are looked up to in the community as role models, which I believe is the most important.
- Emotional and mental stability, compassion for others, and most importantly a driving work ethic and moral stability.

5. You have recently been appointed as a firefighter. Your assignment as a rookie is to a firehouse with a make-up of veterans with 10 years' experience or more. During your 24 hour tour of duty, you enter the hose tower and discover a 12-year veteran (who is the driver on the ladder company to which you are assigned) drinking what appears to be an alcoholic beverage. In this situation, what would you do and why?

HIGH SCORING RESPONSE:

- Realizing that the apparatus driver is responsible for the safety and welfare of the crew, I would approach the driver and determine if the beverage is alcoholic. If the beverage is alcoholic, I would take immediate action to ensure that the individual is no longer responsible to drive the apparatus.
- I would suggest that the driver strike off sick.
- If the driver refuses to do so, I would insist that he report to our immediate supervisor.
- If he does not report to the supervisor, I would go to the supervisor and inform him of what I found.

6. You are a recently appointed firefighter on rescue squad 3. You noticed that a firefighter assigned to your company has taken several cans of pop and candy bars from the commissary locker. This firefighter tells you that she is taking these items because the department would want her to be mentally and physically alert on duty and she will consume it before reporting to work. In this situation, what would you do and why?

HIGH SCORING RESPONSE:

- I would first get all the facts by approaching the firefighter and asking her if she was allowed to take the supplies home with her. If she tells me no, I would give her a chance to return the supplies and tell her that her actions are stealing and morally unethical for a firefighter. We routinely go into residential occupancies and are expected to maintain the trust of the citizens.

7. You are a firefighter with six months on the job at a multiple company station. Normal shift changes occur at 8:30 a.m. Your duty as a new rookie on the job consists of cleaning the storage area, apparatus floor, and the kitchen and sleeping areas of the station. You have just completed your kitchen duties, and your next area to clean is the sleeping area. Upon entering this area, you find that a firefighter with 22 years on the job is still in bed from the prior shift. You know from roll call today that your captain stated that the assistant chief will be performing a station inspection at 9:45 a.m. When you try to clean the area, the senior firefighter tells you to immediately leave the area and let him sleep. In this situation, what would you do and why?

HIGH SCORING RESPONSE:

- I would ask the firefighter if he is sick and if he is, try to obtain medical attention for him. If he informs me that he is not sick or injured, I would tell him that the assistant chief will be making an inspection at 9:30 a.m. and this area is my responsibility. If he still insists on staying in the area, I would inform the supervisor of the situation.

8. On the way to work, you notice that one of the members of your crew has stopped and pulled a fire alarm in the vicinity of the fire station. Upon further investigation when you arrive at the station, you realize that it is the firefighter you work with. What would you do about it?

HIGH SCORING RESPONSE:

- My first duty would be to make sure that it is the firefighter that I work with that is pulling the alarms. I would confront him about this and ask him what his reasons are for this behavior. I would collect all my facts and then it would be my responsibility to report this to my supervisor.

9. You are a firefighter with 9 months on the job with Engine Company 17. You and your fellow firefighters have just responded to a fire at a six-story commercial warehouse. You and your lieutenant immediately take a hoseline from Engine 17 and proceed to the location of the fire ready to extinguish the area. As you are enter, you notice a hazardous material warning sign posted above a doorway 10 feet into the area where you are going to begin your attack. In this situation, what would you do and why?

HIGH SCORING RESPONSE:

- Before proceeding into the area, I would inform my supervisor of the sign, then follow the supervisor's orders on what action to take next.

10. Your company has gone on their daily building inspections in their assigned district. Your lieutenant goes into a hardware store to perform an inspection and tells you and the driver to stay with the apparatus. The normal time for an inspection is 15 minutes; the lieutenant has been in the building for 25 minutes. The apparatus driver decides that he will park the truck in an adjacent vacant lot due to traffic congestion. It is your responsibility as a rookie to direct him as he backs the apparatus up. As you start to assist the driver with his backing procedure, he tells you to stay in the truck and immediately begins to back up. Upon entering the vacant lot, the driver backs into a parked delivery truck. You and the driver get out of the apparatus and notice that there is an extremely small dent on the front bumper of the truck. The driver looks around the vacant lot and tells you that there appears to be no witnesses. He then informs you that it is just a small dent and to keep it to yourself and not to report it to the lieutenant. This individual has 22 years on the job and a lot of clout within the station. In this situation, what would you do and why?

HIGH SCORING RESPONSE:

- I would try to wait until the owner of the delivery truck returns. If he does not return, leave a note, take down the license plate of the vehicle, along with the make and model of the truck, for future reference. I would also make sure that my officer was informed of the accident.

11. What would you do if some of the firefighters in your company disliked you?

HIGH SCORING RESPONSE:

- I would first try to find out the reasons for the dislike and possibly discuss these problems with the members to see if there were solutions on alleviating the problems. Most importantly, I would do my job and try to get along with everyone.
- Normally, I am not a person who cares what others think. But in situations such as a fire department where there is close interaction on a 24-hour basis, I would attempt to learn what the other firefighters did not like about me and try to change the environment into a better working relationship.
- I get along with almost everyone I meet. However, if I did have this problem, I would confront those who dislike me to try and improve the situation. I will be working with these men and women and getting along is an essential component in doing the job to the best of our abilities.
- I would try to talk to these individuals about why they dislike me and see if there was anything that I could do to change their perception of me. If there was something that I was doing that was not in the best interests of the team, I would definitely take steps to change the situation.

12. What do you believe are some causes for friction in a group of people living and working together and what would you do to avoid them?

HIGH SCORING RESPONSES:

- Many times, people thinking of themselves only and acting in a selfish manner cause friction in a group. Firefighting is a team-oriented occupation and everyone on the team must unite as one.
- People not taking pride in their work and not wanting to be part of a team accomplishing a goal. To avoid this friction, I would do my job to the best of my ability and always remember that the team aspect is the most important component.
- People living and working together in a group often run into the problem of sharing space. By practicing good habits and maintaining positive attitude towards others, friction and conflict can be reduced. As human beings, we all have our differences, but our ability to see past those dissimilarities and cooperate with others is what makes an effective team environment.
- With many different personalities in a group, many times problems are caused by differences of opinion. You must maintain an open mind and be willing to yield to the fact that things cannot always be your way. Each person must realize that their primary function is to accomplish a goal as a team.
- Many people have different backgrounds and beliefs. Close contact with others can lead to friction if others are not accepting of these differences. To avoid this, there must be an open dialogue between all parties which allows for a harmonious working environment.
- Most causes of friction are either personal differences or people with different points of view. It has been my experience that if you are very open and flexible when working with others, it will help maintain peaceful working relationships.
- Differences of opinion can cause friction, but respecting others opinions will ease that tension. One of the biggest problems is communications where people are not listening to others' points of view. If you truly listen to what is being said and try to respect their view, this can avoid much friction in the workplace.

13. Assume that you are a newly appointed firefighter and you make a mistake in your work that if discovered might cause embarrassment and annoyance to your supervisors. How would you handle this situation?

HIGH SCORING RESPONSE:

- In this situation, I would report the mistake to my immediate supervisor as soon as I was aware of the mistake.
- I would take responsibility for the problem and then try to correct the problem as best I could.
- I would immediately report the mistake to my supervisor. I would then ask what I could do to correct the mistake and implement those recommendations.
- Inform my supervisor of the mistake, ask myself why the mistake was made, and talk to my supervisor about how to eliminate the problem in the future.
- I would try to correct the mistake to the best of my abilities and inform my supervisor of the situation. I would take full responsibility for my actions.
- I would immediately go to my supervisor and inform them of my mistake. I live by the saying that honesty is the best policy. I would try to learn from my mistake and assure my supervisor that the mistake would not be made in the future.

14. Assume that you are a firefighter and have been given an assignment by your supervisor to be completed within a specific time frame. What action would you take if after starting the assignment you realize that you are not going to meet the time frame?

HIGH SCORING RESPONSE:

- In this situation, I would advise my supervisor of the progress of the assignment and ask for further instructions.
- After realizing that the assignment cannot be completed within the time frame, I would look over the assignment and see what things could be streamlined to complete it on time. If this could not be done, I would immediately go to my supervisor, inform them that the project will not be completed in the assigned time frame, and ask for additional help or recommendations on completing the project.
- I would first do my best to get the project done within the time frame. If I realize it is not possible, I would inform my supervisor of the situation, ask for additional help and recommendations on what should be done.
- I would tell my supervisor that I had done the best job possible but still would not be able to meet the time frame. I would ask for direction in completing the task.

15. Do you have much trouble tolerating people with backgrounds and interests different from yours?

HIGH SCORING RESPONSES:

- I grew up in neighborhoods where people had different backgrounds than myself as well as going to racially-mixed schools. I have never had a problem dealing with anyone. I enjoy diversity.
- I enjoy meeting people with different backgrounds. I feel it is very interesting to learn what people have gone through and where they come from. I also like to try new things, so people with different interests only broaden my horizons.

- I have no trouble tolerating people with different backgrounds and interests. My travels with the Navy helped me see different lifestyles and cultures across the country and opened my eyes to the many diverse interests and ideas that others have.
- I welcome people with different interests and backgrounds; it affords me the opportunity to broaden my knowledge of their cultures. This ultimately aids in a peaceful working relationship with them.
- I have no problem tolerating people with backgrounds or interests different from mine. I try to be a very open-minded person and listen to what others have to say. In doing so, I believe I am showing a real concern and compassion for the people I serve in my community.
- I do not have trouble tolerating people with different backgrounds and interests. Diversity is good, everyone is unique, and you can learn much from others.
- I actually welcome people with varying interests and backgrounds. One of the key traits for a successful firefighter is to be a good listener. The more I know about people helps me to better serve the citizens of the community.
- People with different interests and backgrounds can be a valuable and enlightening learning experience. I believe that when you interact with a diverse group of people, it makes you a better person.

16. What is the technique you use to solve problems?

**HIGH SCORING RESPONSES:**

- First, I get all the facts concerning the situation and then consider the alternatives. Then, I consider the probable result on other participants in the situation for each alternative. I then select an alternative that I believe is the best and will result in the greatest outcome of the situation. I then proceed with my chosen alternative.
- Get the most possible information, ask good questions along with follow-up questions as needed, view the issue from all sides, do not make rash decisions, ask others' opinions, and make the best possible decision with the information gathered.
- I would first get as much information about the problem as I could. I would then take planning steps toward the resolution of the problem, delegate each step into manageable work units, and use my various resources at hand to solve each step in the process.
- Identify the problem, prioritize the problem, determine available resources, and take necessary steps to solve the problem.
- Solve the problem, break it down into its simplest form, analyze the breakdown looking at possible solutions, come to a conclusion, implement, and follow up.
- I would try to solve the problem by developing possible solutions. I would evaluate each solution and determine the best solution for the team as a whole. I would then implement that solution efficiently and effectively.

17. Why do you want to be a firefighter?

**HIGH SCORING RESPONSES:**

- It has been a lifelong dream of mine to become a firefighter. I have taken steps to prepare myself for this occupation, including becoming an EMT, paramedic, and being a certified firefighter. I have also taken community college classes and am working towards a degree. I believe that it is a chance for me to give back to my community. I

feel I will be a role model to the younger people in the community and an asset to the department.

- I want to be able to help others in various ways and be able to console people in their time of need. I am hard working and will carry the tradition of being a firefighter as an honor and duty to my community.
- I feel that it is the greatest occupation in the world. I like being the person that people look to in their time of need. I have always looked up to firefighters because of their giving nature. I believe this is the attribute needed to be a successful person in this world. I care about people so much that I am willing to give my life to protect theirs.
- During my life, I have acquired many characteristics such as initiative, caring, empathy, innovativeness and motivation that will assist me in helping people in the community. I can think of no better career where these skills are more useful than that as a firefighter.
- I want to make a difference in peoples' lives. I know of no other job where there is more personal satisfaction gained from knowing that my actions made a difference in another's life.
- I want to be a role model for little kids. Firefighters were always my role models. I always looked up to them and wanted to be like them. This is what has driven me to become one of America's bravest.
- I would enjoy serving the public. The career has high levels of stress and a fast-paced environment that I would find enjoyable. I would be proud to be called a firefighter.
- I possess the characteristics and qualities necessary to be a firefighter. I would like to give something back to my community. I can think of no better way than to be part of a team that helps protect the lives of people.
- I love working under stressful and high-pressure environments. The job security and benefits that are afforded to firefighters gives me a secure environment in which to raise my family.
- Most people, who are employed today, leave their job and don't have the satisfaction of accomplishment. The life of a firefighter is different – when you leave, you know that you have helped people in their time of need.
- I believe that in the job of a firefighter every day brings something new and different to experience. I love the pressure and stress that comes with being a firefighter and I want to feel wanted by the community.

**SECTION IV.**

**PHYSICAL AGILITY  
INFORMATION  
AND  
PREPARATION**

## **SAMPLE PHYSICAL AGILITY TEST**

The physical agility test is a major part of the examination for the position of firefighter. Understanding this part of the examination and being prepared for it are critical factors for your success.

In physical terms, firefighting is an extremely demanding occupation. It requires agility, strength, and stamina. The firefighting environment is normally hazardous and constantly changing. Firefighting calls for the wearing of special protective clothing and breathing equipment and the use of tools that are often heavy. Because of the extremes encountered in the firefighting environment – hot and cold, wet and dry, night and day, clean and contaminated air – the protective clothing and equipment must be durable and effective. The need for these qualities has led to the development of equipment that is often heavy and cumbersome.

Given the demands of the occupation – saving life and property, the challenges of the environment, and the weight and constraint of the protective equipment, the need to ensure that firefighter recruits are physically capable of learning and performing the tasks required is obvious.

The physical agility examination is designed to evaluate the candidate's ability to perform firefighting activities. In the recent past, the courts have held that the physical agility examination must be related to the tasks that are actually performed by firefighters. Studies reveal that the firefighter must have a high level of aerobic energy, strength, and a significant ability to resist fatigue.

The tasks that firefighters perform require a person who can run, jump, and bend while lifting, pulling or carrying heavy weights.

Listed below are sample physical agility events given in municipalities across the country:

### Dry Hose Drag

A 150-foot length of 2-1/2 inch dry hose (which equals approximately a 165-pound pull) will be coiled on the ground in a manner which simulates a hose coil in the rear of a fire engine. You will place the hoseline over your shoulder, gripping it with your hands, and run 150 feet along a marked straight line.

Physical Abilities Measured:      Leg strength, cardiovascular endurance

### Ladder Lift and Carry

You will lift a 14-foot (40 pound) ladder off of brackets, carry the ladder around a marker 45 feet away, then replace the ladder on the brackets. The brackets are 6'8" high, and the bottom edge of the ladder is 5'3" high, which simulates the ladder bracket on a fire truck.

Physical Abilities Measured:      Leg, arm, grip, chest and back strength and endurance

## Hose Drag and Rescue

You must drag a 1-1/2 inch charged hoseline (filled with water under pressure, which equals approximately a 35-pound pull) through a tunnel which is 16 feet in length and 48 inches in height. At the end of the tunnel, you will leave the hose and drag a 150-pound sled (which simulates an unconscious victim) back through the tunnel. The 48" height of the tunnel requires you to crouch or bend over; this simulates conditions within a burning structure where heat and smoke in the upper part of the room require the firefighter to move about in a limited vertical space.

Physical Abilities Measured: Leg, arm, grip and back strength and flexibility.

## Charged Hoseline Advance

A 2-1/2 inch charged hoseline (filled with water under pressure, which equals approximately a 160-pound pull) will extend from a fire hydrant to the test area, laid out so that a portion of it is snaked to provide slack for advance. You will pull the hose forward 25 feet, then, beginning with a 90° right turn, you will pull the hose around a curved path, also 25 feet in length. You may use a shoulder strap if you wish. The path that you are to follow will be marked on the pavement of the course.

Physical Abilities Measured: Leg strength and power.

## Ladder Extension

You will fully extend a 35-foot, 160-pound ladder by pulling down on the halyard (rope), then lower the ladder to its original starting position. This is equivalent to pulling 80 pounds up 17-1/2 feet, half of the ladder's total weight and height. The ladder will be in a fixed upright position.

Physical Abilities Measured: Back, arm, grip strength.

## Stairwell Advance

You will be assisted in placing a 30-pound air tank on your back. Next, you will lift a 55-pound ribboned hose bundle and place it over your neck or shoulder. Then you will proceed a total of 100 feet on level ground, then up four flights of stairs in the training tower.

Physical Abilities Measured: Leg strength and endurance, cardiovascular endurance

## Equipment Hoist

While on the fourth floor of the training tower, you will use a rope to hoist a 55-pound hose bundle up to the top of the window ledge. A hose/rope roller attached to the window ledge will allow you to lean back and place one foot on the ledge to assist in the hoisting operation. You will then descend the stairs and be assisted in removing the air tank.

Physical Abilities Measured: Back, arm, grip strength

## Hydrant Event

This event is designed to test your ability to work with hydrant activities and equipment. Firefighters are required to screw and unscrew hydrant caps, couple supply lines to hydrants and turn on hydrants using hydrant wrenches.

You will be required to wear a turnout coat, regulator, harness and air tank for this event. On the command "GO," you will be required to unscrew a hydrant cap using a wrench, couple a 4" line to the hydrant and tighten it using a wrench, and turn on the hydrant using a hydrant wrench. Time will stop when the hydrant wrench reaches a predetermined spot in the turning arc. This is a timed event, so the faster your time, the better your score. After the timed portion of the event has been completed, you will be required to uncouple the supply line and place the cap back on the hydrant.

## Fan Hang Event

This event is designed to test your ability to hang a fan. Firefighters perform this task in order to remove the smoke and toxic gases from burning buildings.

You will be required to wear a turnout coat, an air tank, regulator and harness for this event. Your hands cannot be on the hanging bracket or fan until the command "GO" is given. On the command "GO," grab the bracket and hang it on the door. Next, grab the fan, lift it up and hang it on the bracket. You will be given 25 seconds in which to complete this event. You will be allowed to set the fan on the ground and lift the fan to hang it as many times as you want within the time period if you are unsuccessful on your first try. This event is usually a pass/fail event. For example, as long as the event is completed within 25 seconds, faster times will not count more than slower times. If you cannot hang the fan within 25 seconds, you will fail this component and the examination.

## Ladder Climb

The candidate must climb a ladder and then descend a ladder.

## Ladder Carry

The candidate must lift a portable ladder from the side of a fire apparatus, carry the ladder a short distance, and then place the ladder gently on the ground.

## **FIREFIGHTER WORKOUTS**

### **REMEMBER THAT 60-70% OF THE PHYSICAL AGILITY EVENTS REQUIRE EXCELLENT LEG STRENGTH AND GOOD WIND ENDURANCE!**

Physical agility testing events in most departments are very strenuous in nature. You must begin your workouts immediately in order to put yourself in top condition to perform well. This training should be year-round. In preparing firefighter applicants for physical agility examinations for over 50 years, one of the most important aspects is overall good strength, with emphasis on good leg strength and most importantly your wind endurance (lung strength and capacity). Time and time again we see individuals who are 6'4", 250 pounds, can squat 350 pounds 10 times, run 2 miles and think that they are in good physical shape. However, if they have not built up their wind endurance (lung capacity) they may have the strength equivalent of someone who is 100 pounds. Nothing drains your strength more than a lack of wind. Most physical agility test events are of short duration but very demanding. Most of these events are completed in a 5-10 minute timeframe. During that time, it is an all-out effort. We believe that the emphasis of your preparation training should be on developing your wind. Wind sprints are an excellent way of increasing your endurance. Start off by sprinting 30 yards, 3 or 4 times. Then proceed to 40 yards, 50 yards. After a period of training and feeling that your lungs are developing, we suggest that you undertake the following physical agility training.

Mark off 20 yards, 30 yards, 40 yards, and 50 yards. Use a nearby recreation field in your area or even a parking lot. Start your sprints by sprinting 20 yards and then sprint back to the start. Then immediately sprint 30 yards and back to start. Then sprint 40 yards and back to start. Sprint 50 yards and back to start. As you continue training, you will see that your wind endurance is building. You may be able to complete 5-6 of these wind sprints in a single training session and not feel winded.

Applicants also need to concentrate on overall strength training – your chest, triceps, biceps, back, legs, sit-ups. We have included descriptions of some physical agility exercises and programs for your review.

Some additional training tips:

- Many times you are required to wear a vest that is from 30-40 pounds, simulating firefighter equipment and air tank. If possible, get a backpack, fill it with sand or weights, and use it while training. For example, wear it while running stairs.
- Run stairs. If you have a school football field accessible to you, we strongly suggest that you run the stands' stairs. You may also be able to use an office or apartment building stairs. You may also want to run the stairs carrying 20-30 pound dumbbells in each hand or your weighted backpack. It is also good practice to skip every other stair – it will build leg strength and endurance, and on some exams you can skip stairs, which will decrease your overall time and better your score.
- If you train in a gym, you may have access to a stairmaster machine (revolving stairs – not stepper type). We suggest that you build your endurance by not holding onto the rails and increasing the level of difficulty each time you work out. If you have a training backpack, wear it while on the machine.
- If you train by running distance, the best training for firefighter examinations is to aim for your fastest 2-mile time. If you want to alternate a 3-4 mile run in between, that is fine. Your emphasis while training, however, should not be on a steady pace but on a faster pace in order to build your endurance. Physical agility examinations are short in time, but require endurance.
- Remember - always warm up before exercising and cool down after exercising.
- Do not begin these workouts until you get yourself in good physical condition by jogging 15 to 25 minutes, 3 to 4 times a week for at least 3 to 4 weeks. This will strengthen your heart and lungs so it won't be too much of a demand on your body.

**START YOUR TRAINING NOW!!!**

## EXERCISE

### Warm-Ups

Scientific investigators have determined that a proper warm-up performs several valuable functions for an athlete. Essentially, these functions help prevent injuries, refine neuromuscular coordination, and prepare the body for greater strength efforts. A good warm-up increases the heart rate and augments blood circulation. These changes make the body's muscles and connective tissues more supple and resistant to sudden physical stress. A proper warm-up also brings greater oxygen supplies to the muscles, making them capable of generating more force and expending more energy than normally possible. It has been scientifically demonstrated that warmed-up muscles are significantly stronger than cold muscles. And the increased suppleness makes a working muscle and its connective tissues much more resistant to injury.

Scientific experiments have also demonstrated that a proper warm-up significantly improves neuromuscular coordination. In other words, with a good warm-up behind you, your body movements and coordination will improve greatly.

You must spend 10-15 minutes warming up prior to every training session. Begin your warm-up with brief aerobic activity to stimulate your respiratory and circulatory systems. Then perform a variety of stretching and calisthenics.

We suggest that you do the following series of eight warm-up exercises prior to commencing your training workout:

1. *Jogging in Place.* Spend two to three minutes either jogging in place or skipping rope. Begin by raising your feet, with a slow cadence, only a short distance from the floor. Then gradually speed up the tempo of the movement and augment the height to which you raise your feet on each step.
2. *Back and Hamstrings Stretch.* Spread your feet approximately 2-1/2 to 3 feet apart and lock your legs straight. Bend forward and to your left, grasping your left ankle with both hands. Pull your shoulders and torso gently toward your left ankle until you feel a slightly painful stretching sensation in your lower back and the back of your left leg. Hold this stretched position for 20-30 seconds. Repeat the movement to the right side.
3. *Freehand Squat.* Place your feet at shoulder width and rest your hands on your hips. Slowly bend your knees and sink into a full squatting position. Straighten your legs and return to the starting position. Repeat this movement 20-30 times.
4. *Shoulder Stretch.* Grasp the ends of a towel and extend your arms over your head so they are straight and you have tensions on the towel. Slowly move your hands to the rear, "dislocating" your shoulders and moving your hands downward and to the rear until the towel touches your lower back. Return your hands to the starting position by simply reversing the movement. Slowly repeat the movement four or five times.
5. *Jumping Jacks.* Stand erect with your feet together and your arms down at your sides. Dip your knees slightly and spring four to six inches from the floor. As you spring from the floor, simultaneously spread your feet to shoulder width and swing your hands in semicircles directly out to the sides and upward until they touch directly above your head just as your feet again touch the floor. Immediately spring back upward and return your hands and feet to the starting position. Do this movement rhythmically for 30-50 repetitions.

6. *Push-ups.* Assume a prone position with your torso and legs on a straight line and your weight supported on your toes and hands (women can support their weight on their knees and hands). Bend your arms fully until your chest lightly touches the floor, then straighten your arms and return to the starting position. Repeat the movement for 20-30 repetitions.

7. *Calf Stretch.* Stand facing a wall with your feet about three feet back from the wall. Lean forward and place your hands on the wall at shoulder height. Keeping your torso and legs in a straight line, bend your arms slightly and attempt to force your heels to the floor. Hold the fully stretched position for 20-30 seconds.

8. *Torso Stretch.* Assume the same starting position as for a push-up (women must assume the men's starting position). Keeping your arms and legs straight, bend at the waist and lift your hips as far from the floor as possible. Then--still keeping your arms and legs straight--lower your hips as close to the floor as possible. Hold this fully stretched low position for 20-30 seconds.

This warm-up should make you sweat slightly, and it will mildly accelerate your respiration and pulse rates.

## BASIC NUTRITION

What you can eat can have a tremendous effect on how fast you progress as a result of your training. Indeed, many trainers firmly believe that correct nutrition is responsible for up to 75%-80% of a participant's ultimate success. To guide you in your choice of foods, here are eight basic nutrition guidelines:

1. *Eat sufficient high-quality protein.* The muscles of your body are formed from protein. You should eat between one-half gram and one gram of protein per pound of body weight per day, spread among three or more meals each day. Animal protein is far more usable in the human body than vegetable protein. Egg white is the most assimilable of all proteins (nearly 90% of its protein is absorbed by the body), followed closely by the protein in milk and milk products. White meats (fish, poultry breasts, etc.) are generally much more assimilable than red meats (beef, pork, etc.).
2. *Avoid refined carbohydrates.* Foods such as white sugar and white flour - as well as anything containing these two elements (e.g., ice cream, cake, candy) - provide your body with useless calories, since they contain few other nutrients. Refined carbohydrates also adversely affect your energy levels by overloading your system with too much glucose. Since you can't immediately use so much glucose, the body turns what it can't use into fat. Carbohydrates are vital food elements, but you should get your supply of them from fresh and unrefined sources such as fruit, vegetables, and whole grains, which don't overload your system.
3. *Reduce your consumption of animal fats.* All types of fats contain more than twice as many calories as proteins and carbohydrates. One gram of fat yields nine calories when metabolized in the human body, while both protein and carbohydrates yield only four calories per gram. Animal fats, compared to vegetable fats, are harmful to the heart and circulatory system. To decrease your consumption of animal fats, you can eat nonfat milk products, avoid eating the fatty yolks of eggs, and eat lower-fat meats such as fish and skinned poultry breasts, rather than higher-fat meats like beef or pork.
4. *Drink plenty of water.* Water is a good body cleansing agent, and you should drink at least 6-10 glasses of water per day. Distilled water is totally free from impurities (e.g., fluorine, chlorine) so it is preferable to tap water. You can buy distilled water in any grocery store.
5. *Supplement your diet with vitamins and minerals.* One of the most convenient ways to supplement your diet with vitamins and minerals is to take one or two multipacks of such food supplements each day. These multipacks are cellophane packets containing several tablets and capsules of vitamins and minerals. Numerous companies market these multipacks, so check out your local health food store to see which ones are available. Keep in mind that you should always consume any vitamin and mineral supplements along with your meals. All supplements are assimilated more efficiently by the body when consumed with normal foods.
6. *Eat four or five smaller meals per day.* By eating frequent small meals, you allow your body to better digest and assimilate the nutrients you take in. Small meals are much easier for your body to digest than are large ones.
7. *Eat a great variety of foods.* Every food that you consume has a unique nutrient content and most foods lack useful quantities of one or more nutrients. You can compensate for these deficiencies by eating another food that has an excess of the missing nutrient(s). Therefore, the more different foods that you eat, the better your chances of consuming a diet that is well balanced in nutrients.
8. *Avoid sodium-laden foods.* Sodium has a great affinity for water. Indeed, one gram of sodium will retain 50 grams of water in your body, and excessive water retention can bloat your body. Table or sea salt is the worst offender in terms of dietary sodium intake. You should avoid table salt, as well as artificial sweeteners, which contain sodium saccharine.

In order to give you a totally clear picture of how an athletic trainer will eat when following the guidelines just presented, the following is a typical menu for year-round, normal diet.

**Meal 1** (8:00 a.m.) - three poached eggs, two slices of whole-grain toast (without butter), one piece of fruit, a glass of nonfat milk, food supplements.

**Meal 2** (11:00 a.m.) - tuna salad with a minimum (just enough to wet it) of dressing, one or two pieces of fruit, iced tea with lemon.

**Meal 3** (2:00 p.m.) - one whole broiled chicken breast (skinned before broiling), brown rice, green salad, a glass of nonfat milk.

**Meal 4** (5:00 p.m.) - broiled fish, dry baked potato, one or two green or yellow vegetables, iced tea, food supplements.

**Meal 5** (8:00 p.m.) - cold turkey breast, nonfat yogurt, piece of fruit.

# SECTION V.

## SAMPLE RESUME

Most resumes are poorly done. The business resume format is not the best for a firefighter candidate. This is because the high volume of candidates allows for only a few moments to look at a resume before you walk into the oral interview room. One of the first impressions the job panel has of you is your physical appearance, but also your choice of words, eye contact and your handshake are all important. But the most important before you walk into the room is your job application and resume. We have seen many applications with misspellings, chronological order wrong - a bad impression is made before you even walk in. The best resume is only one page without a cover letter. Do not give the oral board or department a book to read. Most resumes begin with a person's education; any firefighting-related experience or training is the most important.

Joe Firefighter

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Professional Experience	Date-Present Firefighter/Paramedic	Soot Fire Dept.
	Dates Volunteer Firefighter	Burns Fire Dept.
	Dates Volunteer Firefighter	Smoky Fire Dept.
Training	State of Ohio Certified Firefighter Emergency Medical Technician Certified Paramedic, State of Ohio Confined Space Rescue Technician, Certified Hazardous Material Technician Fire Service Instructor, I Certified Fire Inspector Certified Advanced Rope Rescue	
Education	Dates University of Cincinnati B.A., Fire Technology	Cincinnati OH
	Dates Firesides High School Diploma	Cincinnati OH
Volunteer & Community Service	Date-Present Big Brother	
References	Available upon request	

# SECTION VI.

## 150 MAJOR FIRE DEPARTMENTS

<b>Top 150 Department Name</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Telephone</b>
Birmingham Fire & Rescue	1808-7 Ave North	Birmingham	Alabama	35203	(205) 325-5531
Huntsville Fire & Rescue	815 Wheeler Ave	Huntsville	Alabama	35801	(256) 427-7401
Mobile Fire Dept	701 St Francis St	Mobile	Alabama	36602	(334) 470-7727
Montgomery Fire Dept	P.O. Box 1111 14 Madison Ave	Montgomery	Alabama	36101	(334) 241-2930
Anchorage Fire Dept	1301 E 80th Ave	Anchorage	Alaska	99518	(907) 267-4936
Mesa Fire Dept	13 W First St	Mesa	Arizona	85201	(480) 644-3364
Phoenix Fire Dept	2430 S 22nd Ave	Phoenix	Arizona	85009	(602) 262-6002
Tucson Fire Dept	265 S Church Ave	Tucson	Arizona	85726	(520) 791-4241
Little Rock Fire Dept	624 South Chester St	Little Rock	Arkansas	72201	(501) 918-3700
Alameda County Fire Dept	835 East 14th St #200	San Leandro	California	94577	(510) 618-3490
American River Fire Protection District	2101 Hurley Way	Sacramento	California	95825	(916) 566-4000
Ca. Dept Of Forestry & Fire Protection	210 W. San Jacinto Ave	Perris	California	92570	(909) 940-6900
Federal Fire Dept	33156 Sampson Rd	San Diego	California	92133	(619) 545-1622
Fresno Fire Dept	450 M St	Fresno	California	93721	(559) 498-1542
Kern County/Personnel Office	1115 Truxtun Ave	Bakersfield	California	93301	(661) 868-3924
Long Beach Fire Dept	City Hall, 333 W Ocean Blvd., 7th Floor	Long Beach	California	90602	(562) 570-7126
Los Angeles City Fire & Ems Bureau	200 N Main St., 10th Floor	Los Angeles	California	90012	(213) 847-9060
Los Angeles Co Fire Dept	1320 N Eastern	Los Angeles	California	90063	(323) 881-2433
Oakland Fire Dept	150 Frank H. Ogawa Plaza, Suite 3354	Oakland	California	94612	(510) 238-2356
Orange Co Fire Authority	180 S Water St	Orange	California	92856	(714) 744-0400
Sacramento Fire Dept	1231 "I" St, Rm 401	Sacramento	California	95814	(916) 264-5266
San Bernardino County Fire Dept	157 W 5th St., 2nd Floor	San Bernardino	California	92415	(909) 387-5940
San Diego Fire Dept	1010 2nd Ave., Ste 400	San Diego	California	92101	(619) 533-4300
San Francisco Fire Dept	260 Golden Gate Ave	San Francisco	California	94102	(415) 558-3400
San Jose Fire Dept	4 N 2nd St Suite 1100	San Jose	California	95113	(408) 277-4444
Santa Ana Fire Dept	P.O. Box 1988	Santa Ana	California	92702	(714) 647-5347
Stockton Fire Dept	425 N El Dorado St	Stockton	California	95202	(209) 937-8236
Tulare Co Fire Dept	1968 S Lovers Lane	Visalia	California	93292	(209) 732-5954
Ventura Co Fire District	165 Durley Ave	Camarillo	California	93010	(805) 389-9710
Aurora Fire Dept	1470 S Havana	Aurora	Colorado	80012	(303) 739-7110
Colorado Springs Fd	31 S Weber St	Colorado Springs	Colorado	80903	(719) 385-5950
Denver Fire Dept	745 W Colfax Ave	Denver	Colorado	80204	(720) 913-3473
West Metro Fire Dept	77737 S Wadsworth Blvd, Bldg 4, Suite 220	Lakewood	Colorado	80226	(303) 989-4307
Bridgeport Fire Dept	30 Congress St	Bridgeport	Connecticut	06604	(203) 576-7683
Danbury Fire Dept	19 New St	Danbury	Connecticut	06810	(203) 796-1560
Hartford Fire Dept	275 Pearl St	Hartford	Connecticut	06103	(860) 722-8203
New Haven Fire Dept	952 Grand Ave., P.O. Box 374	New Haven	Connecticut	06502	(203) 946-8252
Waterbury Fire Dept	235 Grand St	Waterbury	Connecticut	06702	(203) 597-3450

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District Of Columbia Fire & Ems Dept	1923 Vermont Ave Nw	Washington	D.C.	20001	(202) 673-3320
Broward County Fire Dept	2601 W Broward Blvd	Ft. Lauderdale	Florida	33312	(954) 831-8200
Ft. Lauderdale Fire-Rescue	101 Ne 3 Ave Suite 500	Ft. Lauderdale	Florida	33301	(954) 759-6800
Hialeah Fire Dept	95 E 5th St	Hialeah	Florida	33010	(305) 883-6900
Hillsborough County Fire Rescue	27098 East Hanna	Tampa	Florida	33610	(813) 272-6600
Hollywood Fire Rescue And Beach Safety	3401 Hollywood Blvd	Hollywood	Florida	33021	(954) 921-3447
Jacksonville Fire & Rescue Dept	107 N Market St	Jacksonville	Florida	32202	(904) 630-2243
Miami-Dade Fire Rescue Dept	6000 Sw 87 Ave	Miami	Florida	33196	(305) 596-8600
Orange County Fire Rescue	6590 Amory Court	Winter Park	Florida	32792	(407) 836-9020
Orlando Fire Dept - Civil Service Section	400 S Orange Ave 1st Floor	Orlando	Florida	32801	(407) 246-2326
Palm Beach Co Fire & Rescue	50 S Military Trail Ste 101	West Palm Beach	Florida	33415	(561) 233-0010
Sarasota County Fire Dept	1660 Ringling Blvd., 6th Floor	Sarasota	Florida	34236	(941) 951-4211
St. Lucie Co. Fire District	2400 Rhode Island Ave	Ft. Pierce	Florida	34950	(561) 462-2300
St. Petersburg Fire & Rescue	400 Ninth St S	St. Petersburg	Florida	33701	(727) 893-7663
Tampa Fire -Rescue	808 E Zack St	Tampa	Florida	33602	(813) 274-7011
Atlanta Fire Dept	675 Ponce De Leon Ave Suite 2001	Atlanta	Georgia	30308	(404) 853-7000
Clayton Co Fire Dept	7810 Hwy 85	Riverdale	Georgia	30274	(770) 477-3239
Cobb County Fire & Emergency Services	1596 County Services Pkwy	Marietta	Georgia	30008	(770) 528-8000
Columbus Fire Dept	510 10th St	Columbus	Georgia	31902	(706) 653-3511
Dekalb County Fire Services	3630 Camp Circle	Decatur	Georgia	30032	(404) 294-2403
Fulton Co Fire Dept	3977 Aviation Circle	Atlanta	Georgia	30336	(404) 505-5700
Gwinnett County Fire & Emergency Services	1900 Five Forks Trickum Rd	Lawrenceville	Georgia	30044	(770) 513-5500
Macon Fire Dept	P.O. Box 247	Macon	Georgia	31298	(912) 751-2724
Hawaii County Fire Dept	777 Kilauea Ave Mall Lane Room 6	Hilo	Hawaii	96720	(808) 961-8297
Honolulu Fire Dept	3375 Koapaka St Suite H425	Honolulu	Hawaii	96819	(808) 831-7734
Chicago Fire Dept	121 N Lasalle St., Rm 105	Chicago	Illinois	60602	(312) 744-4083
Rockford Fire Dept	204 S 1st Street	Rockford	Illinois	61104	(815) 987-5645
Anderson Fire Dept	P.O. Box 2100	Anderson	Indiana	46018	(765) 648-6612
Evansville Fire Merit Commission	550 S E Eighth St	Evansville	Indiana	47713	(812) 435-6235
Fort Wayne Fire Dept	307 E Murray St	Fort Wayne	Indiana	46803	(219) 427-1170
Gary Fire Dept & Ems Division	200 East 5th Ave	Gary	Indiana	46402	(219) 880-2057
Des Moines Fire Dept	900 Mulberry	Des Moines	Iowa	50309	(515) 283-4286
Kansas City, Kansas Fire Dept	815 N 6th St	Kansas City	Kansas	66101	(913) 573-5550
Lexington-Fayette Fire Dept	219 E. Third St	Lexington	Kentucky	40508	(859) 231-5600
Louisville Fire Dept	609 W Jefferson St	Louisville	Kentucky	40202	(800) 264-6029
Baton Rouge Fire Dept	8011 Merle Gustafson Dr	Baton Rouge	Louisiana	70807	(225) 354-1406
Jefferson Parish Fire Dept	1221 Elmwood Park Blvd Ste	Harahan	Louisiana	70123	(504) 736-6200

<b>Top 150 Department Name</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Telephone</b>
	704				
New Orleans Fire Dept	317 Decatur St	New Orleans	Louisiana	70130	(504) 565-6791
Shreveport Fire Dept	801 Crockett St	Shreveport	Louisiana	71101	(318) 673-6655
Anne Arundel County	P.O. Box 6675	Annapolis	Maryland	21401	(410) 222-7595
Baltimore Fire Dept	414 N Calvert	Baltimore	Maryland	21202	(410) 396-3083
Frederick Co Fire & Rescue	340 Montevue Ln	Frederick	Maryland	21702	(301) 694-2073
Howard Co Dept Of Fire/Rescue Services	6751 Columbia Gateway Dr., St	Columbia	Maryland	21046	(410) 313-6000
Boston Fire Dept	115 Southhampton St	Boston	Massachusetts	02118	(617) 343-3463
Lynn Fire Dept	725 Western Ave	Lynn	Massachusetts	01905	(781) 593-1234
Springfield Fire Dept	605 Worthington St	Springfield	Massachusetts	01105	(413) 787-6405
Worcester Fire Dept	141 Grove St	Worcester	Massachusetts	01605	(508) 799-1820
Detroit Fire Dept	250 Larned St	Detroit	Michigan	48226	(313) 224-3702
Grand Rapids Fire Dept	38 Lagrave Ave., S.E.	Grand Rapids	Michigan	49503	(616) 456-3900
Minneapolis Fire Dept	350 S 5th St., Rm 230	Minneapolis	Minnesota	55415	(612) 673-2688
St. Paul Fire & Safety Services	100 East Eleventh St	St. Paul	Minnesota	55101	(651) 224-7811
Jackson Fire Dept	555 South West St	Jackson	Mississippi	39209	(601) 960-2150
Kansas City Fire Dept	414 E 12th, 22nd Floor	Kansas	Missouri	64160	(816) 784-2040
North Kansas City Fire Dept	414 E 12th St	Kansas City	Missouri	64116	(816) 274-6025
Lincoln Fire Dept	1801 Q St	Lincoln	Nebraska	68508	(402) 441-8350
Omaha Fire Dept	1516 Jackson St	Omaha	Nebraska	68102	(402) 444-5708
Clark County Fire Dept	575 East Flamingo Rd	Las Vegas	Nevada	89119	(702) 455-3198
Las Vegas Fire Dept	500 N Casino Center Blvd	Las Vegas	Nevada	89101	(702) 383-2888
Camden Fire Dept	Third & Federal Streets	Camden	New Jersey	08102	(856) 757-7520
Elizabeth Fire Dept	316 Irvington Ave	Elizabeth	New Jersey	07208	(908) 820-2800
Jersey City Fire Dept	465 Marin Blvd	Jersey City	New Jersey	07302	(201) 547-4247
New Jersey Dept Of Personnel/HR	P.O. Box 310	Trenton	New Jersey	08625	(609) 292-8026
Paterson Fire Dept	850 Madison Ave	Paterson	New Jersey	07501	(973) 881-6713
Trenton Fire Dept	244 Perry	Trenton	New Jersey	08618	(609) 989-4038
Albuquerque Fire Dept	11510 Sunset Gardens S.W.	Albuquerque	New Mexico	87121	(505) 833-7300
Bernalillo Co Fire Dept	6840 2nd St Nw	Albuquerque	New Mexico	87107	(505) 768-4010
Albany Dept Of Fire & Emergency Services	26 Broad St	Albany	New York	12202	(518) 447-7879
Buffalo Fire Dept	195 Court St	Buffalo	New York	14202	(716) 851-5333
New York City Fire Dept	9 Metrotech Center	Brooklyn	New York	11201	(718) 999-2161
Ny Citywide Admin Svc/Board Of Exams	2 Washington St	New York	New York	10004	(212) 487-6314
Rochester Fire Dept	150 S Plymouth Ave Rm 300	Rochester	New York	14614	(716) 428-6725
Syracuse Fire Dept	511 S State St., Rm 607	Syracuse	New York	13202	(315) 473-5525
Charlotte Fire Dept	600 East Fourth St 9th Floor	Charlotte	North Carolina	28207	(704) 336-2051
Durham Fire Dept	2008 E Club Blvd	Durham	North Carolina	27704	(919) 560-4242
Granville County	P.O. Box 598	Oxford	North Carolina	27565	(919) 603-1310
Greensboro Fire Dept	1512 N Church St	Greensboro	North Carolina	27405	(336) 373-2449
Raleigh Fire Dept	220 S Dawson St	Raleigh	North Carolina	27601	(919) 890-3315

<b>Top 150 Department Name</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Telephone</b>
Winston-Salem Fire Dept	P.O. Box 2511	Winston-Salem	North Carolina	27102	(336) 773-7900
Akron Fire Dept	146 S. High St	Akron	Ohio	44308	(330) 375-2720
Cincinnati Fire Dept	430 Central Ave	Cincinnati	Ohio	45202	(513) 352-6220
Cleveland City Fire Dept	1645 Superior Ave	Cleveland	Ohio	44114	(216) 664-6800
Columbus Fire Dept	3675 Parsons Ave	Columbus	Ohio	43207	(614) 645-8300
Dayton Fire Dept	300 N Main St	Dayton	Ohio	45402	(937) 443-4011
Delhi Township Fire Dept	430 Central Ave	Cincinnati	Ohio	45233	(513) 922-2011
Toledo Fire Dept	545 N Huron St	Toledo	Ohio	43604	(419) 245-1500
Oklahoma City Fire Dept	820 Nw 5th St	Oklahoma City	Oklahoma	73106	(405) 297-3473
Tulsa Fire Dept	411 S Frankfort Ave	Tulsa	Oklahoma	74127	(918) 596-9444
Portland Fire Bureau	55 Sw Ash St	Portland	Oregon	97204	(503) 823-3700
Pittsburgh Fire Dept	City County Bldg., 4th Floor	Pittsburgh	Pennsylvania	15219	(412) 255-2713
Providence Fire Dept	274 Reservoir Ave	Providence	Rhode Island	02907	(401) 781-3439
Columbia/Richland Fire Services	1800 Laurel St	Columbia	South Carolina	29201	(803) 733-8426
Horry Co Fire Dept	P.O. Box 1236	Conway	South Carolina	29526	(843) 248-1223
Chattanooga Fire Dept	910 Wisdom St	Chattanooga	Tennessee	37402	(423) 697-1459
Knoxville Fire Dept	400 Main St, Suite 569	Knoxville	Tennessee	37902	(615) 595-4480
Memphis Fire Dept	79 S Flicker	Memphis	Tennessee	38104	(901) 320-5366
Nashville Fire Dept	500 Second Ave N	Nashville	Tennessee	37201	(615) 862-5421
Arlington Fire Dept	P.O. Box 231, Ms 04-0260	Arlington	Texas	76004	(817) 459-5500
Austin Fire Dept	1621 Festival Beach Rd	Austin	Texas	78702	(512) 477-5784
Corpus Christi Fire Dept	201 N Chaparral, Suite 300	Corpus Christi	Texas	78401	(361) 880-3300
Dallas Fire Dept	5000 Dolphin Rd., Bldg. A, Room 135	Dallas	Texas	75223	(800) 510-3473
El Paso Fire Dept	8600 Montana	El Paso	Texas	79925	(915) 771-1001
Fort Worth Texas Fire Dept	1000 Throckmorton	Fort Worth	Texas	76102	(817) 871-6324
Houston Fire Dept	1100 Elder	Houston	Texas	77007	(713) 238-9661
Irving Fire Dept	825 W Irving Blvd	Irving	Texas	75060	(972) 721-2514
San Antonio Fire Dept	215 S San Saba, Ste. 108	San Antonio	Texas	78207	(210) 207-8428
Salt Lake City Fire Dept	315 E 200 S. 7th Floor	Salt Lake City	Utah	84111	(801) 799-4177
Salt Lake Co Fire Dept	2001 S State St #S3300	Salt Lake City	Utah	84190	(801) 468-3899
Arlington Fire Dept	2100 Clarendon Blvd	Arlington	Virginia	22201	(703) 228-3362
Chesapeake Fire Dept	304 Albemarle Dr	Chesapeake	Virginia	23322	(757) 382-6297
Chesterfield Fire Dept	P.O. Box 40	Chesterfield	Virginia	23832	(804) 768-7548
Fairfax County Fire Dept	4100 Chain Bridge Rd	Fairfax	Virginia	22030	(703) 246-2549
Henrico County, Division Of Fire	7721 E Parham Rd	Richmond	Virginia	23228	(804) 501-4900
Loudoun Co Fire Rescue Dept	16600 Courage Ct	Leesburg	Virginia	22075	(703) 777-0333
Norfolk Dept Of Fire/Paramedic Svc	540 E City Hall Ave	Norfolk	Virginia	23510	(757) 664-4458
Richmond Dept Of Fire/Emergency Svcs	501 N 9th St #131	Richmond	Virginia	23219	(804) 272-8527
Roanoke City Fire & Ems	541 Luck Ave., Ste #120	Roanoke	Virginia	24016	(540) 853-2327

<b>Top 150 Department Name</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Telephone</b>
Virginia Beach Fire Dept	1 Municipal Center	Virginia Beach	Virginia	23456	(757) 427-4228
Seattle Fire Dept/Public Safety Civil Service	700 3rd Ave., Room 250	Seattle	Washington	98104	(206) 386-1304
Spokane Fire Dept	44 W Riverside	Spokane	Washington	99201	(509) 625-7000
Tacoma Fire Dept	901 S Fawcett Ave	Tacoma	Washington	98402	(253) 591-5400
Madison Fire Dept	325 W Johnson St	Madison	Wisconsin	53703	(608) 266-4420

## FIRE DEPARTMENT INFORMATION

Fire department \_\_\_\_\_

Address \_\_\_\_\_

City, state, zip \_\_\_\_\_

Phone # \_\_\_\_\_ Fax # \_\_\_\_\_

Website/email \_\_\_\_\_

Department email interest list \_\_\_\_\_

Department size \_\_\_\_\_

Minimum/maximum age \_\_\_\_\_

Last test date \_\_\_\_\_

How often are tests given \_\_\_\_\_

Next test date \_\_\_\_\_

Anticipated openings \_\_\_\_\_ Salary range \_\_\_\_\_

### SPECIAL REQUIREMENTS:

- |   |  |
|---|--|
| <input type="checkbox"/> None                                   | <input type="checkbox"/> Military experience – extra credit              |
| <input type="checkbox"/> Residency – required                   | <input type="checkbox"/> Associates degree – required                    |
| <input type="checkbox"/> Residency – extra credit               | <input type="checkbox"/> Associates degree – extra credit                |
| <input type="checkbox"/> EMT certification – required           | <input type="checkbox"/> Bachelor's degree – required                    |
| <input type="checkbox"/> EMT certification – extra credit       | <input type="checkbox"/> Bachelor's degree – extra credit                |
| <input type="checkbox"/> Paramedic certification – required     | <input type="checkbox"/> State Firefighters Certification – req'd        |
| <input type="checkbox"/> Paramedic certification – extra credit | <input type="checkbox"/> State Firefighters Certification – extra credit |
| <input type="checkbox"/> Military experience – required         |  |

## WRITTEN EXAMINATION INFORMATION

Examination will be given by:

- Test consultant (name) \_\_\_\_\_  
 Civil Service Commission

Study guide available?     Yes     No

Application period \_\_\_\_\_

Physical/Online Address for application submittal \_\_\_\_\_

Test date \_\_\_\_\_

Written exam score \_\_\_\_\_ Oral exam score \_\_\_\_\_

Physical agility score \_\_\_\_\_ OR Pass \_\_\_\_\_ Fail \_\_\_\_\_ Final score & ranking \_\_\_\_\_

Testing subjects:

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Reading Comprehension        | <input type="checkbox"/> Inductive Reasoning                 | <input type="checkbox"/> Information Ordering  |
| <input type="checkbox"/> Human Relations              | <input type="checkbox"/> Deductive Reasoning                 | <input type="checkbox"/> Spatial Orientation   |
| <input type="checkbox"/> Problem Solving/<br>Judgment | <input type="checkbox"/> Visualization                       | <input type="checkbox"/> (Maps)  |
| <input type="checkbox"/> Math                         | <input type="checkbox"/> Verbal & Listening<br>Comprehension | <input type="checkbox"/> Stress Tolerance/<br>Motivation/Attitude/<br>Team Orientation |
| <input type="checkbox"/> Memory                       | <input type="checkbox"/> Spelling/Grammar                    |  |
| <input type="checkbox"/> Charts                       | <input type="checkbox"/> Verbal Reasoning                    |  |

## FIRE DEPARTMENT INFORMATION

Fire department \_\_\_\_\_

Address \_\_\_\_\_

City, state, zip \_\_\_\_\_

Phone # \_\_\_\_\_ Fax # \_\_\_\_\_

Website/email \_\_\_\_\_

Department email interest list \_\_\_\_\_

Department size \_\_\_\_\_

Minimum/maximum age \_\_\_\_\_

Last test date \_\_\_\_\_

How often are tests given \_\_\_\_\_

Next test date \_\_\_\_\_

Anticipated openings \_\_\_\_\_ Salary range \_\_\_\_\_

### SPECIAL REQUIREMENTS:

- |   |  |
|---|--|
| <input type="checkbox"/> None                                   | <input type="checkbox"/> Military experience – extra credit              |
| <input type="checkbox"/> Residency – required                   | <input type="checkbox"/> Associates degree – required                    |
| <input type="checkbox"/> Residency – extra credit               | <input type="checkbox"/> Associates degree – extra credit                |
| <input type="checkbox"/> EMT certification – required           | <input type="checkbox"/> Bachelor's degree – required                    |
| <input type="checkbox"/> EMT certification – extra credit       | <input type="checkbox"/> Bachelor's degree – extra credit                |
| <input type="checkbox"/> Paramedic certification – required     | <input type="checkbox"/> State Firefighters Certification – req'd        |
| <input type="checkbox"/> Paramedic certification – extra credit | <input type="checkbox"/> State Firefighters Certification – extra credit |
| <input type="checkbox"/> Military experience – required         |  |

## WRITTEN EXAMINATION INFORMATION

Examination will be given by:

- Test consultant (name) \_\_\_\_\_  
 Civil Service Commission

Study guide available?     Yes     No

Application period \_\_\_\_\_

Physical/Online Address for application submittal \_\_\_\_\_

Test date \_\_\_\_\_

Written exam score \_\_\_\_\_ Oral exam score \_\_\_\_\_

Physical agility score \_\_\_\_\_ OR Pass \_\_\_\_\_ Fail \_\_\_\_\_ Final score & ranking \_\_\_\_\_

Testing subjects:

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Reading Comprehension        | <input type="checkbox"/> Inductive Reasoning                 | <input type="checkbox"/> Information Ordering  |
| <input type="checkbox"/> Human Relations              | <input type="checkbox"/> Deductive Reasoning                 | <input type="checkbox"/> Spatial Orientation   |
| <input type="checkbox"/> Problem Solving/<br>Judgment | <input type="checkbox"/> Visualization                       | <input type="checkbox"/> (Maps)  |
| <input type="checkbox"/> Math                         | <input type="checkbox"/> Verbal & Listening<br>Comprehension | <input type="checkbox"/> Stress Tolerance/<br>Motivation/Attitude/<br>Team Orientation |
| <input type="checkbox"/> Memory                       | <input type="checkbox"/> Spelling/Grammar                    |  |
| <input type="checkbox"/> Charts                       | <input type="checkbox"/> Verbal Reasoning                    |  |

# SECTION VII.

# DON McNEA FIRE SCHOOL PRODUCT SHEETS



# Don McNea Fire School

440.572.3919

[www.FirePrep.com](http://www.FirePrep.com)



Almost all of our entry-level and promotional products are available for **IMMEDIATE DIGITAL DOWNLOAD** so that you can print the material at home and begin studying right away!

***If you are not completely satisfied, we will refund 100% of product cost – no questions asked!***

Go to our [www.FirePrep.com](http://www.FirePrep.com) or contact us at 1-800-989-FIRE. In addition to the items listed below, you will also find custom-designed examination preparatory products for many of the largest departments in the country.

- **Ultimate Firefighter Examination Package** - Exam Prep Covering the Written, Oral, Psychological, Physical Agility and much more!
- **Encyclopedia of Firefighter Examinations** - Our Number #1 Selling Written Exam Prep Book!
- **Capt Bob's Oral Interview Preparation** – the country's number one selling oral interview exam prep!
- **Capt Bob's *It's Your Turn on the Hot Seat* Oral Interview Preparation**
- **Psychological Exam Preparation**
- **Cooperative Personnel Services Exam Prep (CPS)**
- **CWH Exam Prep**
- **Darany & Associates Firefighter Exam Prep**
- **EB Jacobs Firefighter Exam Prep**
- **FireTEAM/Ergometrics Exam Preparation**
- **First Idea Firefighter Exam Preparation**
- **I/O Solutions/National Firefighter Selection Inventory Exam Prep**
- **I/O Solutions/CWH Selection Solutions for Firefighters (SSFF) Exam Prep**
- **I/O Solutions/Firefighter Selection Tool (FST) Exam Prep**
- **I/O Solutions/Selection Solutions Next Generation Firefighter Aptitude Test (NGFF) Exam Prep**
- **IPMA-HR Exam Prep**
- **Morris & McDaniel Firefighter Exam Preparation**
- **PSI Services**
- **Public Safety Testing Exam Prep**
- **Sienna Consulting Exam Prep**
- **Stanard & Associates Exam Preparation**

Go to [www.FirePrep.com](http://www.FirePrep.com) and sign up for our **FREE** newsletter featuring career articles by the country's top entry-level authors covering the written, oral, psychological, physical agility and much more. **BONUS** - By subscribing to our newsletter, you will also receive hundreds of **FREE** notifications of fire exams being given during the year around the country.

**We wish you the best of luck in your pursuit of the best job in the world – a firefighter!**

## CAPT BOB'S ORAL INTERVIEW PREPARATION

**In almost 100% of the time, the entry-level process to become a firefighter will include an Oral Interview.**

Are you going to be one of the fire applicants who starts preparing for the Oral Interview early and are confident, relaxed and ready for this important step?

For those of you that truly want that competitive edge for the Oral Interview and dramatically increase your chances of becoming a firefighter, we highly recommend Capt Bob's Entry-Level Oral Interview Program - **the #1 oral entry-level exam prep in the country** – which is available on our website, [www.FirePrep.com](http://www.FirePrep.com) and clicking on "Firefighter Oral Interview Exam Preparation."

**We are extremely confident in this Oral Interview Program to prepare you for this important part of your examination process. We have sold thousands of Capt Bob's Oral Interview Programs and no one has ever returned the product to us by taking advantage of our money-back guarantee. It's just that good.**

**This program has helped over 5,000 candidates get their dream job.** Capt Bob will prepare you for the most misunderstood and least prepared for portion of the testing process. There are candidates with great credentials who can't present the package at the interview. **If you can't present the package, you don't get the job.** Never, ever. Capt Bob will discuss skills and methods that can truly catapult your interview skills.

**The "Nugget Principle" enables applicants to personalize their presentations to separate them from the "clone" candidates.** No one else can tell your story. Once you start lacing answers with your personal life experiences, no matter if they aren't fire department related, is where you start creating the magic.

**Here are just some of the powerful comments others have made:**

- "I saw immediately the mistakes I was making."
- "One 'nugget' paid for the whole program."
- "You gave me the 'nuggets.' I nailed my next interview and got the job."
- "The series has helped build up my self-confidence and keep me motivated."

**Successful candidates who purchased Capt Bob's Oral Interview Program had this to say:**

*"Well, I never thought I would be writing this to you, Captain Bob, but it happened to me also. Just like all those successful stories you have posted, I am another proof that your nuggets work. I just went yesterday to the Austin Oral Board Interview and I did amazing. Out of a possible 120 pts, I scored 119.87 pts! I couldn't believe it! I went in there and it was Show Time. I personalized my answers. Even one of the panel members went outside to tell me I did really well and shook my hand. And another firefighter said that my score was the highest he had seen. Just wanted to say THANK YOU!" Armando*

*"Capt. Bob – thank you a thousand times over! I finally got the call on July 21st and start recruit school on September 7th! I know that I owe it all to your program. With it, I didn't give any clones answers and ended up number two on the hiring list. That is more proof that your program really works. I know I was giving clone answers until I got your product. With it, I saw the mistakes, corrected them, and nailed my interview. Thank you again!" Michael C.*

*"Captain Bob -- Just wanted to say Thank you so very much for all of your help. I just had my LA City oral and scored 100% and have a background scheduled. They told me that I was the best candidate they have seen all day. This was my very first oral board, I have no firefighter experience, no EMT just a few fire science classes and a CPR cert. I handled the cultural diversity question with the format your suggested and it was a thing of beauty, they were floored, you could see the look of oh my, he so gets this question. Thank you again for all of your insight. I'm a true believer and proof that your program works." Best regards, Bill*

**This package comes with our no-risk guarantee – if you are not completely satisfied, we will refund 100% of the product cost – no questions asked!**

**This product is available at our website at [www.FirePrep.com](http://www.FirePrep.com) by clicking on "Firefighter Oral Interview Exam Preparation."**

# PSYCHOLOGICAL EXAM PREPARATION

## **Did you know that at least 95% of firefighter exams given across the country now contain psychological testing in the hiring process?**

The Psychological Examination is a key component of the hiring process in which 40-60% of applicants are failing! Why is that? **Because the number one failure on Psychological Examinations is not knowing what information the psychologists are looking for from the fire applicants.**

In this 40-page workbook, we examine over 80 questions from each of these key personality traits. With each question, we provide you with suggested answers and explanations to put you in the mindset of what the psychologists are looking for. Our program also includes a sample nationwide job analysis that identifies key personality traits and behaviors that psychologists are looking for in a successful firefighter candidate.

Candidates who are using our program are going from failure to passing and scoring over 95 percent on the psychological examination and proceeding to the next phase of the hiring process.

**We are extremely confident in this Psychological Exam Prep Program to prepare you for this important part of your examination process. We have sold thousands of this product and no one has ever returned the product to us by taking advantage of our money-back guarantee. It's just that good.**

## **Fire Candidates who recently purchased our Psychological Exam Preparation Program had this to say:**

*"It was quite frustrating to continually finish in the top 10% on the written exam but continue to fail the psychological portion of the exam. I didn't know what I was doing wrong, only that I failed it. After purchasing your program, I realized the mistakes that I was making. Just fine-tuning a couple areas of the personality traits that the psychologists are looking for gave me the edge I needed. I have now completed two psychological examinations, have passed both and am a finalist in those departments."*

*"When you state in your psychological program that it puts you in the mindset of what the psychologists are looking for - it certainly did! I never realized that different jobs have different psychological characteristics. I now know what the psychologists are expecting from a firefighter applicant. I feel very confident for my future exams."*

*"I ordered your psychological program and felt so empowered during my exams, it was a joke! It was like I was in their heads instead of the other way around. I passed everything with flying colors."*

*"I had already failed three psychological tests. I knew what I was doing wrong once I read the Special Report. I went in better prepared. I passed! I'm now working for a big, huge, awesome Class One Fire Department, riding one of the busiest engines in the nation!"*

## **Our final comments...**

Why take a psychological test and be disappointed in the final outcome? You need to do a self-analysis on where you are in the process and tell yourself, "I want to dramatically improve my chances of finishing in that coveted top 5 percentile today!"

**Now it's up to you** - you can fall into two categories. One is the 90% of fire applicants who never prepare for a psychological examination and are extremely disappointed in their results. Or, are you going to be in that 10% that starts preparing for the examination early and are confident, relaxed and ready to meet this very important testing challenge? **That 10% represents most fire applicants that get the job - those that really want it!**

## **Remember that luck goes to the prepared!**

**This package comes with our no-risk guarantee – if you are not completely satisfied, we will refund 100% of the product cost – no questions asked!**

This product is available at our website at **[www.FirePrep.com](http://www.FirePrep.com)** by clicking on **"Firefighter Psychological Test Preparation."**

# FIRETEAM ERGOMETRICS/ NATIONAL TESTING NETWORK EXAM PREPARATION

The FireTeam Ergometrics/National Testing Network Examination is becoming more prevalent across the country, not only in the written exam stages but also in the other stages of the hiring process. Don McNea Fire School has put together a custom-designed examination package to give you that ultimate edge over your competition.

This highly intensive preparatory package includes **over 350 in-depth practice examination questions** specifically developed for the following testing subjects for your FireTeam Ergometrics Firefighter Exam – **this is not generic testing!**

- **Mathematics**
- **Reading Comprehension**
- **Human Relations** – 99% of applicants have never taken this type of examination. This testing subject is the key to your examination – you will practice with over 120 questions specifically designed for this most important portion of your examination. **This is where the ballgame will be won!**
- **Work Aptitude Exam Prep** – Strategies and over 80 sample questions for this portion of your exam!

You will also receive all of the following bonus material free:

- **Top Scoring Test-taking Strategies, Physical Agility Strategies and Mechanical Principles** that have proven successful for thousands of applicants!
- **Top 150 Fire Departments** across the country, featuring addresses, phone numbers and website information so that you can keep current on when departments are giving firefighter examinations.

This over 350-Question Preparatory Package is available at [www.FirePrep.com](http://www.FirePrep.com) (click on “Firefighter Entry-level Written Exam Preparation” and going to “FireTeam Ergometrics/National Testing Network”) for only **\$39.95 + \$6.95 Priority Mail shipping/handling**. All orders are shipped immediately via U.S. Priority Mail (2-3 days).

## Immediate Digital Download!

This package is also available for **IMMEDIATE digital download** – you save on shipping costs and can print the material at home to begin studying right away!

## Comments from Successful Candidates...

- *“The exam prep for the Human Relations portion alone was well worth the price I paid! I would have paid 10 times this amount to have this kind of insight into the exam.”*
- *“I took the FireTeam exam twice and failed miserably. My dream department was testing and there was no way I was going to score that low again. I did an internet search and found your exam prep. My exam score increased dramatically and put me in the top 5 on the eligibility list. I really can’t say thank you enough!”*

**Custom-designed examinations are what make the difference  
in our students’ continually scoring in the top percentile and  
getting that coveted fire department badge!**

This package comes with our no-risk guarantee – if you are not completely satisfied, we will refund 100% of the product cost – no questions asked!

This product is available at our website at [www.FirePrep.com](http://www.FirePrep.com) by clicking on “Firefighter Entry-level Written Exam Preparation” and going to “FireTeam Ergometrics/National Testing Network”



# Don McNea Fire School

## 1-800-989-FIRE



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### FirePrep.com Newsletter and Hundreds of Fire Exam Notices Annually!

First, we would like to sincerely thank you for purchasing Don McNea Fire School's exam prep products. We are confident that this material will catapult you over your competition and put you in the top percentile.

If you haven't already, don't forget to sign up for our Fire Jobs Email Newsletter! **Go to our website, [www.FirePrep.com](http://www.FirePrep.com), and register on the home page or click on "100s of Firefighter Exams."**

FirePrep.com's entry-level newsletter is about **YOU BEING THE BEST - THE BEST PREPARED AND BEST INFORMED!**

Our newsletter currently has over 31,000 subscribers. Published twice monthly, over the year you will receive hundreds of FREE notifications of fire exams being given around the country.

FirePrep's newsletter also features career articles by the country's top entry-level authors covering the written, oral, psychological, physical agility and much more.

**Think about it** - If you can learn just one idea from our FREE newsletter that you didn't know that could put you over the top to gain that coveted badge, wouldn't you want to know it? **You have nothing to lose and everything to gain!!**

**PRIVACY STATEMENT: We will not distribute your address to anyone. Period. This website is run by firefighters who respect your privacy.**

This email newsletter is all you will receive from us - you won't be bombarded with numerous emails to purchase something from us. That's not how we operate and never will.

**We truly wish you the best of luck in your pursuit of becoming a firefighter!**