

**SEATTLE DEPARTMENT OF HUMAN RESOURCES  
EXAMINATION BIBLIOGRAPHY FOR BATTALION CHIEF 2020**

Final: January 6, 2020

The written examination for Battalion Chief will be held on Sunday, April 5, 2020, at a location to be determined. The exam application filing dates will be January 2–16, 2020.

Please see the “Outline of the Command Job” for the general scope of the promotional examination.

NOTE: New reference material issued after December 30, 2019, will NOT be included in this examination.

Candidates who pass the written examination will be scheduled for the oral portion of the examination (assessment center), tentatively scheduled for June 15 - 19, 2020 (candidates may need to attend more than one day during this period). The assessment center examination exercises will be based on the 1) skills and abilities identified by the job analysis as critical for successful job performance as a Battalion Chief, 2) information from the Promotion Development Committee who serve as subject matter experts, and 3) reading materials in the bibliography.

Please contact the Seattle Department of Human Resources Fire and Police Exams Unit at 615-0581 if you have any questions on the bibliography or the exam process.

A bibliography of study material on which the written examination will be based includes the following:

SOURCE TITLE	CONTENTS
Building Construction for the Fire Service, 4th Edition, by Francis Brannigan, NFPA	All, excluding Chapters 4, 11. (Excluding all case studies, wrap-ups, tactical considerations, tables, figures, words from Brannigan, and the Appendices.)
Crucial Conversations - Tools for Talking When Stakes are High 2nd Edition, by Patterson, Grenny, McMillan, Switzler 2012	All
Emergency Care and Transportation of the Sick and Injured, 9th Edition AAOS, Jones and Bartlett	Chapter 3 (Excluding “You are the Provider” sections.)
Emergency Response Guidebook, 2016	Inside cover, pages 1 - 16, 20 -24, 26, 92, 289 -295, 359-373 (excluding tables). Page numbers taken from printed book.

Fire Administration I, 1 <sup>st</sup> Edition by Randy R. Bruegman, 2009, Pearson Education	Chapters 5, 10 (Excluding Appendices, tables, figures, review questions, references, and all sections labeled "Lessons Learned" and "Advice from the Experts")
Fire and Emergency Services Instructor, 7 <sup>th</sup> Edition, IFSTA	Chapters 1, 2, 4, 7, 9, 10 (Excluding figures, tables, Case Studies, and Case Histories.)
Fireground Strategies, 2nd Edition, by Anthony Avillo, PennWell Publishing	Chapters 1, 2, 13 (Excluding all figures, graphics, exhibits, Case Studies, Scenarios, & Questions for Discussion.)
Fireground Support Operations, 1st Edition, IFSTA	Chapters 7 & 8 (Excluding all figures.)
Fire Department Incident Safety Officer, 3 <sup>rd</sup> Edition, Jones & Barlett Learning	Chapters 1, 2, 3, 6, 7, 9, 12 (Excluding Figures, Awareness tips and Wrap-ups.)
Introduction to the Incident Command System, Student Manual, Oct. 2018, FEMA	<a href="#">ICS 100</a> , <a href="#">ICS 200</a> ICS 100 pages 13-126 (Excluding Activity exercises, Scenarios and Discussion Questions) ICS 200 pages 14-230 (Excluding Activity exercises, Scenarios, Discussion Questions, Supplemental Materials and Additional Resources) This is a hyperlinked document. Click the blue link and a website will open.
Is Everyone Really Equal? 2nd Edition by Sensoy, DiAngelo, and Banks, 2017	Chapters 3, 4, 5, 6, 7, 8, 12
Fire Code, SFD 2015	Chapters 1 (Excluding tables.)
Local 27 Union Contract (Effective Jan 1 2019 through December 31, 2021)	Articles 7, 8, 10, 11, 13, 14, 15, 22
Local 2898 Union Contract	All
<a href="#">Making Differences Matter: A New Paradigm for Managing Diversity, David A. Thomas, Robin J. Ely Harvard Business Review 1996</a>	All. This is a hyperlinked document. Click the blue link and a website will open.
Policies and Operating Guidelines, SFD (Rev. Dec 2019)	All Policies that relate to the Guidelines listed below:
	<b>Volume I:</b>
	1000 -1001
	1004 -1005
	2001.26 "Shutting down operations", 2001.30 "Permit Revocations, Emergency", 2001.59 - 63 "ASSEMBLY OCCUPANCIES – Enforcement"
	3002.4 - 5 "CISM Team Referral and Activation"
	3003 -- 3006
	3008 - Personnel Rules and Regulations

	3010 – 3014
	3016- 3017
	4000
Policies and Operating Guidelines, SFD (Rev. Dec 2019)	<b>Volume II:</b>
	5000 (excluding 5020 “Emergency Key Boxes”)
	5501 -5502
	6000
	7007 – 7008
	8006
	9001 -9002
Post Incident Analysis Reports	
	Ballard Fatality House Fire 2/24/2019
	Spear Place Fatality Fire 12/31/2018
	Mt. Baker Fatality House Fire 8/17/2014
	Meridian 3-11 Apartment Fire 8/5/2017
Race and Social Justice Initiative, SFD – RSJI Materials (binder)	
	Tab B: Overview
	Tab D: Why Lead with Race?
	Tab E: Race Inequity Definitions
	City of Seattle 2019 -2021 plan
	Tab L: Inclusive Outreach and Public Engagement Guide (pages 4 – 6)
Safety Standards for Firefighters 296-305 WAC (February 2017)	Sections: 01501, 01503, 02501, 05000, 05002, 05004, 05111, 05113, 05502, 08000
Sexual Harassment Prevention Training Manual for Managers and Supervisors, Third Edition, by Paul Gibson, J.D., S.P.H.R. and Marjorie A. Johnson, J.D	All
SOGS, SFD	Including all command sheets, diagrams, and indicated reference docs/materials.
	Derelict Building
	Electrical Vault
	Fireground Communications (Including SOGRD Fireground Comms – Reference Document)
	General Command Operations
	General Fire Operations
	Hazardous Materials (Including SOGRD Hazardous Materials – Reference Document)
	High-Rise

	Mayday (Including SOGRD Mayday – Reference Document)
	Natural Gas
	Rapid Intervention Team (Including SOGRD Rapid Intervention Team – Reference Document)
	Rescue - Elevator (Including SOGRD – Rescue – Elevator Reference Document)
	Rescue Extrication - Vehicle
	Scenes of Violence (Including Rescue Task Force Video, Chief’s Training Video)
	Single Family Residence
	SR99 Tunnel ( <b>Excluding</b> CS, diagrams)
Training Guides Manual, SFD	
	#8-1 Emergency Vehicle Incident Prevention (Chapter 1 - Pages 1-16 only and Chapter 5 - all)
	#8-4 Limited Access Roadway
	#8-5 Vehicle Collision Investigation
	#10-2 Confined Space (pages 1-16)
	#10-7 Water Rescue
	#18-06 Transitional Attack
<a href="#"><u>Workplace Bullying, Emotional Abuse and Harassment in Fire Departments, John C. Griffith and Donna L. Roberts, Embry-Riddle Aeronautical University 2018</u></a>	Sections 1-8, 10 excluding all tables. This is a linked document. Please click the blue, underlined link and the document should download.

Please contact the Seattle Department of Human Resources Fire and Police Exams Unit at 615-0581 if you have any questions on the bibliography or the exam process.

**Emergency Scene Strategy and Tactics: Decision-Making in the Field**

- Develops emergency scene strategy
- Directs implementation of tactics to support strategy
- Implements Incident Command System (ICS)
- Upon arrival, performs independent size up and risk benefit analysis
- Directs actions of subordinates in emergency situations
- Maintains accountability for assigned personnel
- Implements and maintains safety procedures
- Plans and makes decisions in emergency and rapidly changing situations
- Solicits input from subordinates in order to make informed decisions
- Implements current tactical procedures and policies
- Applies knowledge of building construction in relation to a fire incident
- Implements proper radio and communication procedures
- Responds safely to emergencies calls

**Resource Management**

- Manages personnel to accomplish Department objectives
- Promotes cooperation among subordinates
- Ensures proper maintenance of facilities and equipment
- Analyzes, organizes, and schedules work to accomplish Department programs

**Program Management**

- Researches and develops new programs
- Effectively interacts with contractors, vendors, and other agencies to accomplish desired objectives
- Researches and develops new projects
- Manages Special Events
- Communicates effectively with others verbally and in writing

**Supervision of Personnel**

- Promotes a positive attitude and leads by example
- Motivates personnel to work as a team
- Provides direction and instructions to subordinates; explains objectives and expectations
- Provides performance feedback to subordinates
- Counsels employees to improve performance
- Delegates tasks, taking into account strengths of each team member
- Implements personnel related department policies and procedures
- Displays understanding and support of the needs of subordinates
- Conducts supervisory investigations
- Reviews employee training and readiness
- Communicates effectively within the guidelines of the Race and Social Justice Initiative
- Investigates employee concerns and grievances

- Identifies and addresses workplace conflicts
- Responds appropriately to concerns and makes referrals to supporting agencies

**Emergency Medical Response**

- Manages emergency medical services of assigned personnel
- Maintains supervisory skill level of EMS personnel
- Provides direction and support to patients and family members at scene of emergency
- Supervises safety at EMS alarms

**Writing reports and maintaining records**

- Completes department forms and required documentation
- Prepares objective, accurate, organized reports within required timeframes
- Maintains accurate records

**Fire Prevention Inspections**

- Ensures inspections are completed within required timeframes
- Stays current on knowledge of code requirements and fire prevention inspection programs
- Monitors quality of inspections done by subordinates
- Provides guidance to subordinate officers conducting fire prevention inspections

**Public Relations**

- Enforces fire/life safety codes in a positive manner explaining safety needs and consequences
- Responds to complaints from the public
- Establishes interface with public and private agencies
- Communicates in various public settings
- Positively represents the Department at community events and activities

**Training**

- Conducts training sessions which accomplish Department objectives
- Ensures adherence to Department safety standards
- Ensures proper documentation of training
- Builds teamwork through training
- Seeks optimal performance among subordinates and, when appropriate, addresses shortcomings to improve overall work performance
- Supervises training conducted by subordinates
- Develops the knowledge, skills, and abilities of subordinates

**Working within Chain of Command**

- Communicates with higher ranking officers, other officers, and subordinates
- Supports management requirements, objectives, and policies
- Projects positive attitude towards changes in priority
- Expresses concerns of subordinates to management

**Time Management**

- Accomplishes tasks by setting and following priorities
- Handles interruptions, re-prioritizing work as necessary
- Plans and organizes upcoming projects
- Adapts to changing situations and expectations
- Manages time effectively to complete assigned duties

**Physical Fitness**

- Sets good example by maintaining physical fitness

**Commitment to the Department**

- Strives for the best possible performance
- Takes initiative to improve knowledge
- Initiates improvement through positive changes
- Willingness to participate in special projects and community activities

**Leadership, Motivation, and Ethics**

- Represents the Department in a positive, ethical manner
- Inspires enthusiasm and confidence in others
- Motivates others by setting a positive example
- Demonstrates SFD leadership principles of trust, competency, and vision