

CHIEF OF OPERATIONS STUDY GUIDE

An examination for the class of **CHIEF OF OPERATIONS** administered in **BATON ROUGE** will consist of two parts which will be administered during separate exam sessions. The multiple-choice examination will be administered during the first exam session at **9:00 a.m.** and a direct writing exercise will be administered during the second exam session beginning at **1:00 p.m.** on **OCTOBER 12, 2016**. You **must take both parts** of the examination in order to receive a grade, although the primary weighting of the total exam results will focus on the multiple-choice examination. A complete description of the subject areas to be evaluated follows:

MULTIPLE CHOICE EXAMINATION

The multiple-choice examination will consist of approximately **112** questions in the following subject areas:

SUBJECT AREA/KNOWLEDGE	APPROXIMATE % OF EXAM
FIRE ADMINISTRATION Knowledge of the principles of effective fire service administration, involving management theory and organizational behavior; researching, planning, organizing, directing, inspecting, and evaluating departmental operations; personnel management, including applicable provisions of civil service law; and managing the general maintenance of equipment, property, and supplies.	39.3%
SUPERVISION Knowledge of the practices and techniques used in effective supervision in order to plan, organize, direct, and evaluate the work of subordinates; to resolve conflicts; and to maintain discipline.	30.4%

SUBJECT AREA/KNOWLEDGE	APPROXIMATE % OF EXAM
<p>FIREGROUND COMMAND</p> <p>Knowledge of fireground command procedures sufficient to direct emergency scene operations and to supervise subordinate employees at the scene of an emergency; performing size up; directing rescue, forcible entry, ventilation, nozzle and hose handling, protection of exposures, fire extinguishment, pump operations, use of sprinkler and standpipe systems, use of water supplies, salvage, overhaul, first aid, CPR, and emergency medical services; acting as part of the fire attack team; overseeing safety procedures; hazardous materials; and maintaining fireground communications.</p>	<p>30.4%</p>

DIRECT WRITING EXERCISE

Ability to effectively communicate in writing in the form of reports, correspondence, or memoranda, by analyzing the problem and potential responses, gathering and organizing supporting data, and composing the written document to accomplish the desired objective.

This portion of the examination is a management simulation exercise. You will be asked to respond by letter to a particular problem based upon your police administrative ability and other information which will be provided to you. Your grade on this portion of the examination will be based not only on your writing skills, but also on your management skills in deciding how to handle the problem, and your public relations ability in handling a sensitive issue. The following dimensions will be used to evaluate your written response:

SUBJECT AREA/KNOWLEDGE

NO. 1 - WRITTEN COMMUNICATIONS:

Ability to communicate a particular message in written form by using appropriate syntax, correct grammar, and punctuation. Ability to appropriately organize the written communication for clarity and to achieve its desired purpose.

NO. 2 - CONTENT PROBLEM ANALYSIS

Ability to identify the problem, analyze relevant information while relating data from different sources, and determine appropriate response.

NO. 3 - INTERPERSONAL RELATIONS

Ability to be sensitive to the concerns of others and have empathy for their point of view. Ability to work in a politically charged atmosphere with political sensitivity, diplomacy, and tact. The appropriate response will maximize the public relations potential of the situation.

REFERENCE LIST

While the entire list of reference material will be useful to you in your preparation for the upcoming examination, the **majority** of test questions are sourced from those references listed under the Primary List.

PRIMARY REFERENCE MATERIAL

EFFECTIVE SUPERVISORY PRACTICES, International City Management Association (ICMA), 1120 G Street, N.W., Washington, D.C. 20005, 4th ed., 2005.

NOTE: Obtain through LSU Firemen Training Program or IFSTA Fire Protection Publications.

INTERNATIONAL FIRE SERVICE TRAINING ASSOCIATION (IFSTA)/ FIRE PROTECTION PUBLICATIONS (Training Manuals):

Pumping Apparatus Driver/Operator, 2nd ed., 2006.

Essentials of Firefighting and Fire Department Operations, 5th ed., 2008.

MANAGING FIRE AND RESCUE SERVICES, International City Management Association (ICMA), 1140 Connecticut Ave., N.W., Washington, D.C. 20036, 1st ed., 2002.

NOTE: Available through LSU Firemen Training Program or IFSTA Fire Protection Publications.

NATIONAL FIRE PROTECTION ASSOCIATION (NFPA) PUBLICATIONS AND STANDARDS:

MANAGEMENT IN THE FIRE SERVICE, Carter, Harry R., and Rausch, Erwin, NFPA, Quincy Mass., 4th ed., 2008.

FIRE COMMAND, Brunacini, Alan V., NFPA, 2nd ed., 2002.

The local civil service board should make this study guide available to all applicants in whatever manner the board deems appropriate.

While there are no provisions requiring this office to provide study guides for any competitive or promotional examinations, such material will be provided as a service to assist applicants in preparing for an examination. The State Examiner's office has no control whatsoever over the local availability of reference material (mentioned in the study guides), nor do we feel constrained to limit examination questions to only that material which is available locally. Examination content, weighting of subject areas, and length of examination, may vary with each administration of an examination to reflect any

updated job analysis information. Percentages and numerical estimations are provided as approximations.