

Village of Willowbrook

7760 Quincy Street
Willowbrook, IL 60527-5594

Phone: (630) 323-8215 • Fax: (630) 323-0787 • www.willowbrookil.org

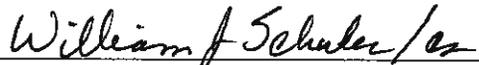
N O T I C E

NOTICE IS HEREBY GIVEN that the special meeting of the Board of Police Commissioners of the Village of Willowbrook scheduled for:

DATE: August 24, 2012 - Friday

TIME: 7:00 a.m.

PLACE: Village Hall
7760 Quincy Street
Willowbrook, IL 60527



William J. Schuler, Chairman
Board of Police Commissioners

THIS NOTICE WAS FAXED TO THE FOLLOWING ON AUGUST 21, 2012:

Tribune
Chicago Sun-Times

Liberty Suburban

THIS NOTICE WAS PLACED ON THE BULLETIN BOARD IN THE LOBBY OF THE VILLAGE HALL, 7760 QUINCY STREET, WILLOWBROOK, DUPAGE COUNTY, ILLINOIS ON AUGUST 21, 2012.



Leroy R. Hansen
Village Clerk



"A Place of American History"

Mayor

Robert A. Napoli

Village Clerk

Leroy R. Hansen

A G E N D A

SPECIAL MEETING OF THE BOARD OF POLICE COMMISSIONERS OF THE VILLAGE OF WILLOWBROOK TO BE HELD ON FRIDAY, AUGUST 24, 2012, AT 7:00 A.M. AT THE VILLAGE HALL, 7760 QUINCY STREET, IN THE VILLAGE OF WILLOWBROOK, DUPAGE COUNTY, ILLINOIS

1. CALL TO ORDER
2. ROLL CALL
3. VISITORS' BUSINESS - Public comment is limited to three minutes per person
4. REVIEW AND APPROVE MINUTES OF MAY 21, 2012
5. MAYOR'S COMMENTS
6. DISCUSSION - PATROL OFFICER TESTING PROCEDURES
7. ATTORNEY'S COMMENTS
8. ADJOURNMENT

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF POLICE COMMISSIONERS HELD ON MAY 21, 2012 AT THE VILLAGE HALL OF THE VILLAGE OF WILLOWBROOK, 7760 QUINCY STREET, WILLOWBROOK, DUPAGE COUNTY, ILLINOIS

1. CALL TO ORDER

The meeting was called to order by Chairman Schuler at the hour of 7:00 a.m.

2. ROLL CALL

Those present at roll call were Chairman William Schuler, Commissioners Stephen Landsman, and Joe Heery. Also present was Chief of Police Mark Shelton and Executive Secretary Cindy Stuchl.

ABSENT: None.

A QUORUM WAS DECLARED

3. REVIEW AND APPROVE SPECIAL MEETING MINUTES OF JANUARY 21, 2011

The Commission reviewed the minutes from the special meeting held on January 21, 2011.

MOTION: Made by Commissioner Landsman, seconded by Commissioner Heery, to approve the special meeting minutes of January 21, 2011.

UNANIMOUS VOICE VOTE

MOTION DECLARED CARRIED

4. REVIEW AND APPROVE SPECIAL MEETING MINUTES OF SEPTEMBER 23, 2011

The Commission reviewed the minutes from the special meeting held on September 23, 2011.

MOTION: Made by Commissioner Landsman, seconded by Commissioner Heery, to approve the special meeting minutes of September 23, 2011.

UNANIMOUS VOICE VOTE

MOTION DECLARED CARRIED

5. DISCUSSION

- Chief Shelton stated that per ordinance regulations, the chairman and secretary is to be elected during a May meeting. Chairman Schuler agreed to remain as chairman, and Commissioner Landsman agreed to be the Commission secretary.

MOTION: Made by Commissioner Landsman, seconded by Commissioner Heery, to approve the election of William Schuler as Chairman and Stephen Landsman as secretary.

UNANIMOUS VOICE VOTE

MOTION DECLARED CARRIED

Village Attorney William Hennessy arrived at 7:03 a.m.

- Chief Shelton reminded the Commission that the current Patrol Officer Eligibility list expires in January, 2013. Testing procedures will begin approximately 2 ½ months prior to the expiration date.

Discussion at the previous Commissioners' Meeting was held in reference to hiring an outside source to conduct all the testing process. Chief Shelton has spoken to several companies that perform this type of service. These companies handle issuing applications, receiving them in return, and issuing notices for missing documentation. Currently, this process is conducted by office staff and takes up a considerable amount of manpower.

Interviews will still be conducted by the Board of Police Commissioners.

Chief Shelton stated that he needs to address the issue of charging for the applications. Some communities charge \$25.00 per application. Chief Shelton stated that he will obtain additional information and will present it at a future Commission meeting.

Chairman Schuler questioned if an application fee has been charged in the past. Chief Shelton stated, "No". Chairman Schuler then questioned that if using an outside source would an application have to submit a check. Chief Shelton

stated that one of the companies that he looked into did charge a \$15.00 or \$25.00 fee to receive the application. Chairman Schuler question how this affected applicants in other communities. Chief Shelton stated that there was no difference. He stated that some towns are home rule and can charge for the applications.

Chief Shelton stated that with the economy the way it is, expect a large amount of applicants. Chief Shelton stated that he anticipates hiring off this next eligibility list due to expected retirements.

- Chief Shelton advised the Commission that the department had a fourth retirement within the past year with Commander John Barnacle retiring in April.

Chief Shelton stated that the same manpower has been kept on the streets. The Annual Report is out and criminal incidents and injury accidents were reduced. Chief Shelton stated that officers have been instructed to get to know the businesses and residents better.

Commissioner Heery questioned why incidents have been reduced. Chief Shelton stated that he believes it's because officers have been told to be visible within the community.

6. ADJOURNMENT

MOTION: Made by Commissioner Landsman, seconded by Commissioner Heery, to adjourn the special meeting at the hour of 7:13 a.m.

UNANIMOUS VOICE VOTE

MOTION DECLARED CARRIED

PRESENTED, READ and APPROVED,

AUGUST 10, 2012

Chairman

Minutes transcribed by Cindy Stuchl.

The Hinsdale Police Department is currently accepting applications for the position of Police Officer. Applications are available at www.selectionworks.biz from July 26, 2012 until August 31, 2012. The application deadline is August 31, 2012 at 4:00 p.m. You must meet the following minimum requirements:

- United States Citizen or must have applied for and have a current pending application:
- A bachelor's degree from an accredited university or college (original, official transcripts required as proof);
- No tattoos that are visible in whole or in any part while wearing any form of the required uniform or apparel;
- A valid driver's license;
- Not have been convicted of a felony, a crime of moral turpitude, or any misdemeanor specifically listed in Section 10-2.1-6 of the Act, 65 ILCS 5/10-2.16 as amended;
- Not be a habitual user of illegal narcotics or drugs or intoxicating beverages or be an illegal gambler;
- Not be physically or mentally unable to perform the duties of the position of police officer;
- A candidate must not be found to be lacking in any of the established requirements or special standards specifically established in the Rules and Regulations of the Hinsdale Board of Fire and Police Commissioners.

Entry Level: *in addition to the aforesaid requirements, applicant must be at least 20 years age at time of application and shall not exceed 35 years at the time of appointment (unless the candidate qualifies for an exemption as a veteran and/or police officer as provided by state statues). Candidates must provide proof that they have passed the IL Training and Standards Board Police Officer Wellness Evaluation Report (POWER test) within six (6) months of the application due date. Proof of passing the POWER Test must be provided prior to the written exam date.*

Lateral Entry: *other than age requirements, applicants must meet the aforesaid requirements. Candidates who have previously served as a police officer, are certified by the IL Training and Standards Board and have completed at least two (2) years of continuous, full-time service will be considered for lateral entry. Lateral Entry candidates must provide documentation that they meet these requirements at the time of application. Lateral entry candidates may be exempted from the physical agility and portions of the written test. If you do not have two years of full-time service, you must apply as an entry-level candidate (and meet the requirements for an entry-level applicant).*

Candidates meeting the eligibility requirements are invited to download and complete an application packet. Applications and further instructions are available at www.selectionworks.biz. Applications are not available or accepted at the Hinsdale Police Department.

Applicants must attend the mandatory orientation and testing process:

Orientation and Written Examination

Saturday, September 22, 2012

Hinsdale Middle School

100 S. Garfield St.

Hinsdale, IL 60521

Candidates must arrive at the testing location **no later than 8:45 a.m.** to sign-in. The mandatory orientation will start promptly at 9:00 a.m. and the written exam will follow.

Agency Profile

The City of Naperville, Illinois is a dynamic community of approximately 145,000 residents, located 28 miles west of Chicago. Naperville has gained national recognition for its family-friendly environment, excellent schools and library system, low crime rate and vibrant downtown area. The municipal government employs approximately 1,000 dedicated individuals in a wide range of job categories.

The Naperville Police Department is a nationally accredited agency, whose mission is to provide professional, high quality and effective police service in partnership with the community. Recognizing the diverse needs of the community, the department provides and encourages a policy of professional and individual excellence which is enhanced by continuing education and training. The police department employs a staff of over 250 whose mission is to provide professional, high quality and effective police service in partnership with the community.

The police department expects to hire approximately 10 police officers in the next two years. The annual starting salary for a Naperville police officer is currently \$61,806.15.

Eligibility Requirements

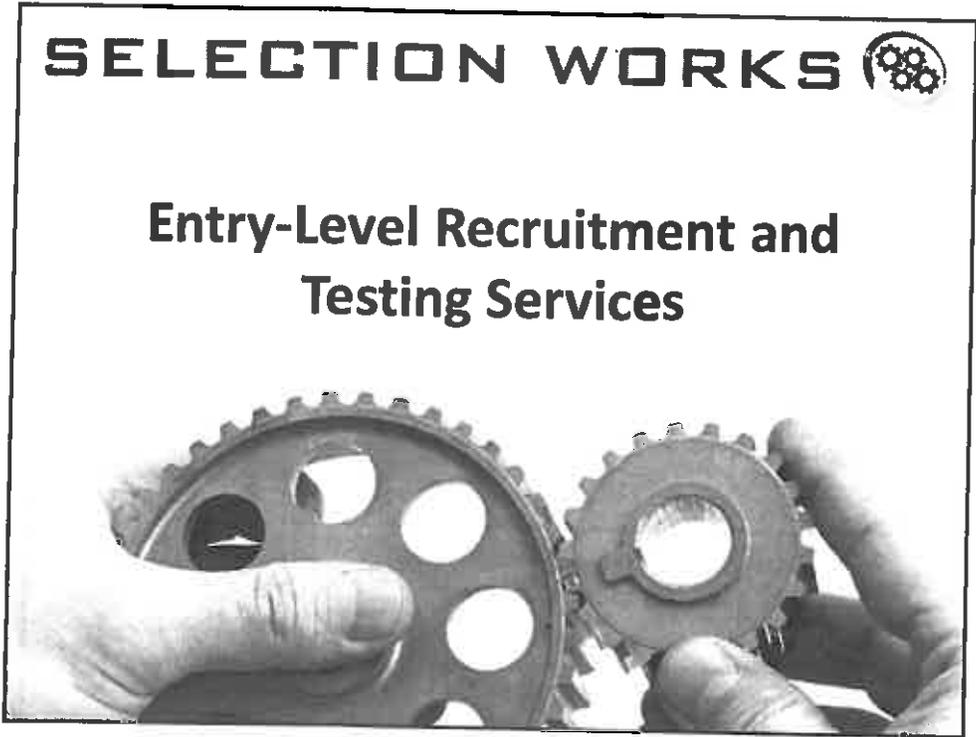
The Naperville Board of Fire and Police Commissioners is charged with the appointment of all Police Officers. To be considered for employment, candidates must meet the following requirements:

- Be a United States citizen;
- Hold a Bachelor's degree in any discipline at time of application;
- Possess a valid driver's license, which will be used for identification at all phases of testing;
- Have a valid social security number;
- Be 21 years of age, but not older than 34 years of age by the date of orientation;
- Attend orientation and all phases of testing;
- Possess good moral character;
- Pass a polygraph test;
- Pass a thorough background investigation;
- Pass a medical examination including a psychological assessment and a functional physical evaluation;
- Meet the vision requirement of uncorrected 20/100 correctable to 20/20 and not be color blind;
- Meet all requirements of the Board of Fire and Police Commissioners and the State of Illinois.

Applications

Selection Works is managing the application process on behalf of the Naperville Police Department. Applicants will be required to purchase the application for a nonrefundable fee of \$32. Please review this document carefully prior to purchasing the application. Should you have any questions, contact Selection Works at applications@selectionworks.com or (630) 812-0400.

Applications will be available from April 16, 2012 to July 13, 2012. All applications and required documents must be submitted to Selection Works prior to **4:00 p.m. on July 13, 2012 OR YOU WILL BE CONSIDERED INELIGIBLE TO PARTICIPATE** in the testing process. You are wholly responsible for ensuring the completeness and accuracy of your application.



Background

- Public safety consulting firm and test publisher
- Current national clients:
 - Augusta GA Fire
 - Cobb County GA Sheriff
 - Davenport IA Police
 - Houston TX Fire
 - Lincoln NE Fire
 - Plano TX Fire
 - San Antonio TX Police
- Current local entry-level clients:
 - Arlington Hgts. Fire
 - Illinois State Police
 - Lemont Police
 - Mount Prospect Fire
 - Morton Grove Fire
 - Naperville Fire & Police
 - Niles Fire
 - Prospect Hgts. Police
 - Villa Park Police
 - Wilmette Fire & Police



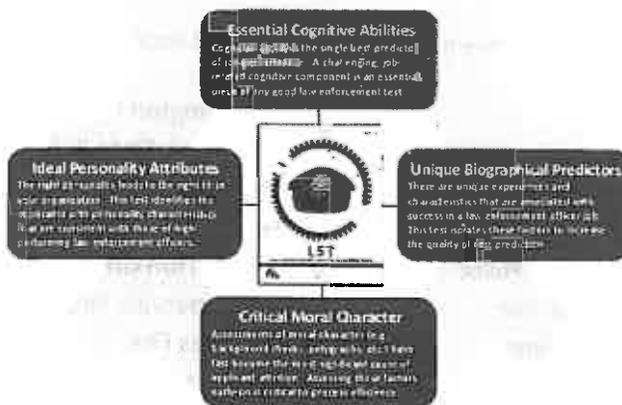
SELECTION WORKS

Process Overview

- Advertisement
 - Ad design
 - Notification to law enforcement/criminal justice programs statewide
 - Informational piece
- Application process
 - Collect any required application fee
 - Provide application as “form-fill PDF” via website
 - Collect and process application and required documents
- Examination process
 - Law Enforcement Officer Selection Tool™ administration
 - SBSA customization and administration
 - Scoring, eligibility list development



SELECTION WORKS



SELECTION WORKS

The graphic contains six dark rectangular boxes arranged in a 3x2 grid. The text inside these boxes is illegible. To the right of the grid is a logo consisting of a gear with a cross inside it. Below the gear logo, the text reads: **SBSA-LEO**
SITUATION BASED ABILITY ASSESSMENT
LAW ENFORCEMENT OFFICER

 **SELECTION WORKS**

SELECTION WORKS

Experts in the Science of
Public Safety Selection



Finding driven, talented people in the
sea of public safety candidates is your goal...

Providing you with the right tools
to find these people is ours.



Experts in the Science of Public Safety Selection

Who We Are and What We Do

Selection Works is a personnel selection consulting firm and test publisher. We specialize in developing, validating and implementing entry-level and promotional testing processes. We work primarily with public safety agencies; including fire, police, sheriff, corrections, emergency medical and security organizations. In short, we design assessment processes that help your agency hire and promote the best people for your organization.

Selection Works' consultants are experts in personnel selection, the field of study that focuses on the development, validation and use of tests and assessments. A valid test comes about through meticulous research, skillful development, psychometric analysis, proper mathematical construction and on-going research. We know that the legal defensibility of a testing process relies on the soundness of the validation method, proper use of the test and diligent monitoring of test outcomes. We focus on these things so that you can find the best people and defend the hiring decisions you make. Selection Works has the experience necessary to assist you in deploying valid selection processes and we are committed to helping your agency find talented individuals to help you face the critical challenges of the public safety industry.

Selection Works was founded and is operated by two accomplished leaders in the field of personnel selection: Chad Legel and Mark Tawney. Mr. Legel has worked with the largest public safety agencies in the country to design and validate entry-level and promotional testing systems. Mr. Legel routinely provides training on testing best practices and assists agencies in defending testing systems. Mr. Legel is responsible for developing and defending a testing process that withstood the scrutiny of the U.S. Supreme Court in *Ricci v. DeStefano*. Mr. Tawney is a gifted industrial/organizational psychologist and psychometrician. He is a skilled test developer and is responsible for pioneering a scientific method for improving the prediction quality of non-cognitive assessments.

Why We Are Different

Selection Works' primary mission is to help your agency implement better, more valid testing processes. Our experience has taught us that the public safety testing industry is marred by improper and misleading practices. For example, one of the prevalent goals of many public safety agencies is to increase gender and racial diversity. Unfortunately, many testing companies have responded to this need by designing tests that are easier to pass. While this strategy allows a more diverse group of candidates to pass tests, it does virtually nothing to affect the diversity of the group of candidates that will be selected – those at the top of the rank-ordered list. Worse yet, this strategy generally leads to a significant reduction in test validity, or the ability of the test to select high-performing candidates. So, while many are claiming to offer tests that are more "fair" and "diversity-conscious," very few are offering practical solutions to actually hire qualified and diverse public servants.

Selection Works strives to create tests that solve practical challenges without sacrificing the usefulness of testing and selection practices. Our approach to improving diversity is not to make tests easier but rather to leverage various other methods of testing that result in gender and race neutral outcomes. By combining these tools with traditional testing methods we are able to maintain high levels of validity while also impacting the rank-order of candidates to achieve greater diversity at the top of the rank-ordered list. This is the true solution to the diversity problem.

Selection Works is committed to producing valid tests and we prove this by working with your agency to make sure that you can demonstrate the necessary evidence that your testing practices are **locally valid** – the essence of legal defensibility. We don't take short cuts and don't make unrealistic promises. We educate our clients as to the true realities of testing and assessment challenges and we work with our clients to implement best-practice solutions that ensure legal defensibility while addressing challenges.

Selection Works is a unique public safety consulting firm. We are absolutely confident that that your experience with Selection Works will highlight our commitment to industry expertise, customer service and the continual advancement of testing practices.

Products and Services

Custom Test Design

Our consultants specialize in designing and administering customized, high-stakes entry-level and promotional testing systems. We will work with your agency to collect necessary job analytic data and design and validate tests and assessments according to professional standards that govern the validation of selection procedures. Selection Works develops promotional testing processes, including job knowledge examinations, situational judgment tests, oral interviews and assessment centers. We also design entry-level selection processes, including cognitive exams, personality and behavioral assessments, biographical data inventories, integrity tests and physical ability tests.

Off-the-Shelf Testing Solutions

Selection Works® maintains a collection of "off-the-shelf" tests that have been previously validated in public safety agencies around the nation. These solutions are ideal for agencies that require a high-quality, budget-conscious testing solution or a proven testing solution.

Our off-the-shelf products include:

- Firefighter Selection Tool™
- Law Enforcement Officer Selection Tool™
- Dispatcher Selection Tool™
- Firefighter Situation-Based Styles Assessment™
- Law Enforcement Officer Situation-Based Style Assessment™



Please contact us to learn more about these state-of-the-art entry-level tests.

A big difference between Selection Works and other testing companies is that we strongly desire that your agency conform to industry best practices by demonstrating the local validity of your testing practices. Off-the-shelf testing solutions are never intended to be pulled off a shelf and administered without first carefully considering their appropriateness and validity. When you purchase an off-the-shelf test from Selection Works®, we will work with you to demonstrate the validity of that test for your use. Whether through a local criterion-related validation study or a transportability study, we are interested in ensuring the defensibility of your selection practices.

Full-Service Recruitment and Assessment Process Management

Selection Works® serves an out-sourced human resources function by managing your entry-level recruitment and testing process. Selection Works will post your job application on our recruitment website and collect and screen application submissions. We also administer and score exams, develop oral interviews and provide various other support services. Following is brief overview of our services:

- Design job advertisements
- Provide and host job applications through our website
- Collect applicable applicant fees (via website) and respond to inquires
- Screen applications and eligibility paperwork/documents
- Construct list of eligible applicants
- Administer entry-level test
- Develop oral interviews and train raters
- Develop final rank-ordered lists
- Provide post-offer psychological evaluations

About the Gears...

People wonder about our logo, so a brief history about its evolution is in order. Since testing is governed by the field of Industrial Psychology, it is only fitting that the logo and company name bear a distinctly "industrial" feel. Gears and "works" are quintessential industrial icons. Gears also represent the field of testing and assessment because they symbolize mental processes – a large part of what we seek to assess using tests and assessments. Gears are also a recognizable part of mechanical reasoning tests – a well-used form of cognitive ability testing. Finally, the four gears represent our four core values. These are not just values; these are principles that guide us every day as we make decisions about what we deliver to clients and how we best serve the needs of the people with whom we work. You can read more about our core values at www.selectionworks.com.



Visit Us on the Web:

www.selectionworks.com (web site)
www.selectionworks.biz (recruitment site)
info@selectionworks.com (email)

Visit Us in Person:

1 South 450 Summit Avenue, Suite 110
Oakbrook Terrace, IL 60181
855.557.7100 (toll free)
Fax: 630.282.7037 (fax)



Candidate Introduction

Welcome to the Suburbanville Fire Department Firefighter Interview Process. Once you finish reading this document, you will begin a preparation period that will precede your interview before the Fire and Police Commissioners. During the preparation period, you will accomplish two tasks: 1) you will prepare a written report and 2) you will prepare for a presentation that you will deliver to the Fire and Police Commissioners. You will be provided with specific instructions to guide you in each of these two tasks. You will have 60 minutes to complete these two tasks. Once the 60 minutes has expired, you will be led to the assessment room where you will deliver your prepared presentation. Immediately following your presentation, the Fire and Police Commissioners will commence the structured oral interview component of the assessment process.

During this interview component you will be presented with eight questions that assess attributes and skills that are necessary to succeed as a firefighter. Some questions will be scenario-based in nature and other will ask about past experiences or personal opinions. In addition to being rated based on your answers to these questions, your oral communication skills will be assessed.

You do not need to possess any specific knowledge of firefighting principles or protocols to succeed on this interview. Though questions may be posed in a fire department context, it is assumed that you do not possess or apply any specific firefighter knowledge in answering the questions. Answer each question solely based on the information provided and candidly based on what you would most likely do in that scenario.

Upon entering the assessment room, you will be briefly greeted by the interview panel and will then be instructed to take your position behind the podium and begin your presentation. Once the presentation is complete, the Commissioners will begin the interview.

During the interview, each question will be read aloud to you. You will have a printed copy of each question in front of you so that you can read along as the scenario is read aloud. After the scenario is read aloud, you will be allowed a fixed amount of time to provide your response. The allotted time limit will be noted in each question. The interview questions may contain multiple sub-questions. These questions will help you organize your response. Be sure to address each of the individual questions. The questions will not be re-read – if you need to review the question, you will have to refer to the printed handout in front of you. If you wish to outline your response before speaking, there will be a notepad and pen available. You are encouraged to deliver a comprehensive yet concise answer to each question. If outlining your answer prior to delivering it is helpful to you, you are encouraged to do so. You will not be penalized for taking time to think through your response. If you choose to outline your response, do remember that the clock will be engaged after the questions are read, so you are responsible for managing your time effectively. A count-down timer will be placed in front of you to help you monitor your time.

If you finish your answer before time has expired, indicate to the panel that you are finished with your response. If the time expires while you are delivering your response, complete your sentence and then wait for the next question to be read aloud. After the final question has been presented and answered, the raters will dismiss you. You are required to leave all materials on the table in front of you – nothing can be removed from the assessment room.

The interview process can be stressful; however, the Suburbanville Fire Department wants you to perform at your best. If you stumble on a question, realize that there are numerous other questions and your answer to those questions is not impacted by one poor response. Attempt to quickly regroup and do your best on the subsequent questions.

Once you leave the assessment room, the Commissioners will begin the process of rating your performance on the presentation, interview and written exercise.

If you have any questions, please ask those questions before you begin your preparation for the presentation and written exercises. We wish you success.



Presentation Exercise

Suburbanville Police Department

Should you be hired by the Suburbanville Police Department, you will interact with the community and represent the department on a regular basis. Your ability to present yourself and the department in a positive and professional manner will be of critical importance.

Your objective is to prepare a brief presentation that will be delivered to the interview panel. You are to address three main points in your presentation:

1. Why are you interested in becoming a police officer for the Suburbanville Police Department?
2. Why do you believe you are well-suited for this line of work? (provide examples)
3. What are some of the aspects of the police officer job that you believe will personally challenge and develop you?

You will have 30 minutes to prepare this presentation. Any notes or outlines you prepare during this preparation period may be used to help you deliver the presentation. You will NOT have access to any additional props (e.g., white boards, flip charts, etc.). Once the 30 minutes has expired, you will be led to the assessment room where you will deliver your presentation to the three-member Board of Fire and Police Commissioners. The commissioners will not have any questions for you following your presentation. Once the presentation is complete, the commissioners will commence the structured interview component of the assessment process.

You will be allowed up to five minutes to deliver your presentation. A count-down timer will be set to assist you in managing your time. There will be a podium positioned in the room from which you will deliver your presentation. If you finish prior to the five minutes, you may tell the commissioner that you have completed your presentation. If the timer signals the end of the five minutes, you should immediately conclude your presentation.

You may now begin preparing your presentation.



Writing Exercise

Suburbanville Fire Department

Should you be hired by the Suburbanville Fire Department, you will be required to draft reports and document activities. Your ability to write and communicate information effectively is critically important.

Your objective is to draft a brief writing sample. In two pages or less, you will describe what aspects of a firefighter job in Suburbanville interest you. As with any job, there are aspects of that job that individuals are drawn to that cause them to pursue such a career. You should honestly and candidly provide insight as to why you are pursuing a fire service career. You should identify specific features or responsibilities of the job that you find attractive and explain why these features/responsibilities interest you. Be as specific as possible.

Your report should be professional, well-organized, clear and easy to understand. Minor spelling or punctuation errors will not be counted against you as long as the report is professional and easy to comprehend. If you make any errors, you may cross those errors out and continue.

You will use the lined paper that has been provided. You must only write on one side of the paper using the lines provided. You must limit your report to two pages.

You will be allowed 30 minutes to draft this report. The report will be collected prior to your interview.

You may now begin preparing your report.



Sample Interview Questions

Scenario-Based Question:

Assume that you are a firefighter. You live in the fire station for 24 hours at a time with a few other individuals on your shift. Generally, the individuals on your shift get along fairly well; however, there are two firefighters who just don't seem to like each other. They often get into heated arguments during "down time" about political convictions and various other charged topics. The other firefighters on your shift try to avoid these two when they get into arguments. Even your supervisor tends to try to keep his distance. Today these two got into another heated argument and began exchanging some very offensive and derogatory comments. You were in the kitchen with them when this occurred. The other firefighters and the supervisor left the room before the situation escalated. The tension between these two has started to affect the morale of the other firefighters and it has made time in the fire station and on the job less pleasant for everyone.

- What immediate action and subsequent action, if any, will you take to address the confrontation that occurred in the kitchen?
- Will you involve the supervisor in any way?
- What can be done to improve the morale of the other firefighters?
- What challenges do you face in getting involved?

Rating Criteria:

- Intervene in the kitchen: tell them that they need to control the offensive comments
- Suggest that the two separate and cool off
- Mention the exchange to the other crew members and supervisor privately
- Mention to other firefighters and the supervisor that the behavior of these two individuals is affecting your morale
- Discuss possible solutions with the other firefighters on the shift
- If agreeable, approach each of the problem firefighters individually and explain the impact that their arguments are having on the rest of the shift
- If there is no change in behavior, consider asking the supervisor to address the problem
- The other firefighters will need to become more vocal about not tolerating the two firefighters' disruptive behavior
- The other firefighters may have to continue to distance themselves from the two problem firefighters
- Understand that any actions taken by self or other firefighters is simply informal counseling to try to improve the situation
- Understands that the supervisor is ultimately responsible for corrective action
- Avoids offending or challenging the supervisor while assuming a passive role to address the situation
- Attempts to maintain positive individual relationships with the two problem firefighters
- Avoid choosing sides or endorsing the negative behavior of either firefighter

Biographical Questions:

- Please describe your past employment experiences and what, if anything, you have learned from these experiences that you can apply to a firefighter job?
- From your perspective, what are the pros and cons of working in a para-militaristic organization, such as this fire department. Please offer both pros and cons and explain why you classify your examples in this manner.
- What experience do you have interacting with customers or people who are looking to you for help? Please explain.
- After you are hired, you will be assigned to a crew that likely contains senior firefighters. Tell us how you will go about integrating yourself into that crew and what challenges you foresee in working with individuals that are much more experienced than you.